

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025



LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

5th May 2025 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, MHCLG
Michelle Active	LWRA nominee, Secretary and resident
Doug Goldring	Director of Housing Management (RBKC)
James Caspell	Neighbourhood Director (LWNT)
Shaun Haden	Head of Programmes & Innovation (LWNT)
Mushtaq Lasharie	Chairman of LWRA
Abbas Dadou	Vice Chair LWRA
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)
Hibo Yussuf	Social Value and Community Investment Lead (LWNT)
Siobhan De-Alwis	Project Support Officer (LWNT)
Sharon Miller	Senior Project Manager (LWNT)
Jeff Laidler	Heat Network Programme Manager
Hal Dervish	Senior Project Manager (LWNT)
Sarah Cross	Sustainability Programme Manager

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025

1.0 INTRODUCTION

- 1.1 The meeting commenced with the introduction of attendees. Apologies were noted for Nordeen Fahmy and Cheryl de Freitas.
- 1.2 The minutes from the previous meeting were reviewed and approved one duplicate update identified on point 6.5.
- 1.3 James Caspell provided an update on key actions. This included an update on ongoing work to develop a Programme that is more accessible to residents including use of different communication channels.
- 1.4 There was an update on metering and billing with a pilot underway to identify the best solution.
- 1.5 James Caspell provided an update on the ongoing work to improve youth engagement across the estate.
- 1.6 Cllr Sof McVeigh requested that members of the Heat Network to continue to be involved in discussions around metering and billing.

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 ongoing; however, the completion date is now expected to be pushed back to February 2027. This was planned to allow the scaffolding erected to support both the roof works and external fabric work which will deliver savings.
- 2.3 Cllr Sof requested that the roof works be broken down by blocks to have better clarity on the timelines.
- 2.4 Mushtaq Lasharie asked for an update on the request for residents' compensations. Cllr Sof responded that a Key Decision report was being produced to address that issue and was on the Forward Plan.
- 2.5 Cllr Simmons reiterated the need to be kept informed on progress with the compensation issue.
- 2.6 Mushtaq Lasharie updated the board that generally residents were satisfied with work at Barandon Walk.
- 2.7 The pre-construction service agreement phase is progressing, with contractor engagement ongoing. Detailed costs and specifications expected by September 2025.

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025

- 2.8 Start on site expected in January 2026, contingent on all governance processes being undertaken and approved on time.
- 2.9 Mechanical and Electrical works expected to be included in the Main Works package on a separate contract to bring ventilation works in line with main works to comply with building regulations.
- 2.10 Ongoing conversations with DESNZ to maximise SHDF grant spend.
- 2.11 Risk of residents' refusal of works or denial of access noted, including the interdependencies with the Heat Network and gas removal programme.
- 2.12 Traffic management and logistical coordination with other related projects also noted as a risk which is continually being managed by the project team.
- 2.13 Cllr Simmons asked what actions were being taken to mitigate the risks identified. Peter Inglis detailed the ongoing joint working between the project team, contractors, Resident Liaison Officers and Housing Officers to identify necessary mitigations. This is fed into ongoing work within the PCSA and helps inform sequencing and programming.
- 2.14 Peter Inglis shared details of ongoing gas removal work, including coordination with Cadent and engagement with residents. This included a provision to retain gas where residents did not want removal. However, a risk associated with this was noted which involved high costs to re-route the gas pipes to accommodate the EWI.
- 2.15 James Caspell added further context arising from lessons learnt through the Treadgold House Project, specifically changes in Borough wide policies around decanting such as an improvement to the Friends & Family Scheme offer which further increases incentives to take up. Additionally, Treadgold House will be finished and offers an alternative decant option. The risk of having to decant some residents is however not fully mitigated and the likelihood of utilising hotels remains a possible option which carries high costs.
- 2.16 Cllr McVeigh noted the overall challenge around alternative accommodation considering the wider housing crisis.
- 2.17 James Caspell acknowledged some efficiencies could be made to reduce key to key times on voids.
- 2.18 Cllr Simmons asked what impact the shortage of properties was having on people waiting for properties under the LLP scheme. James Explained the process and confirmed that the LLP waiting list is always first reviewed for each void that comes up. He added however that

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025

there are cases where a balance needs to be struck to support the needs of the refurbishment. In addition, the suitability of the property must be appropriately matched to the needs of the residents, e.g. flat level access.

- 2.19 Cllr Simmons asked what the waiting times on the LLP scheme was. James agreed to carry out analysis and report back to the next meeting.
- 2.20 Cllr McVeigh asked for additional detail on the programme timelines. Peter Inglis explained that a request had been made to explore options of starting works on the sections of the Walkways closest to Grenfell Tower. He added that this is an option being explored alongside MHCLG with our chosen contractor and are awaiting findings.
- 2.21 Andros Loizou updated on the ongoing options appraisal for Lot 2 to determine the implications of the full or reduced scope package. He added that the intention would be to continue to develop designs to stage 4 as we awaited confirmation of the preferred option.
- 2.22 Andros Loizou added that there would still be an element of design finalisation with the chose contractor to lock in the scope and establish costs.
- 2.23 Cllr McVeigh reiterated the approach for Lot 2 for everyone's attention. Peter Inglis added that key decision reports were on schedule to be presented at the next Procurement Board meeting to get consultants in place as well as to present options on how we would take forward the two scope options.
- 2.24 Andros Loizou updated on the progress with Lot 3, which is largely in the same situation as Lot 2, but with added complexity around the need to remediate structural issues identified in the communal walkways of the blocks. He added that these were urgent works that would require addressing regardless of the option chosen for the refurbishment.
- 2.25 Andros Loizou provided assurance to the board that monthly structural checks were ongoing to ensure the issues were not deteriorating. In the winter, these checks would be conducted twice a month due to the increased effects of the weather.
- 2.26 In addition we are working to appoint consultants and engineers as is the case with Lot
- 2.27 Andros Loizou informed the board that the scale and nature of the works needed to remediate these structural issues place additional pressures on availability of suitable decant properties.
- 2.28 Cllr McVeigh reiterated her direction that these issues must remain a priority and acknowledged that adequate monitoring was ongoing.

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025

- 2.29 Doug Goldring agreed that the issue was currently under control and added that it was reassuring that we had an engineer in place monitoring the situation.
- 2.30 Cllr McVeigh requested an ongoing report on the status of this issue to provide further assurance.
- 2.31 Abbas Dadou asked when we expected the programme to be completed in light of the new complexities and funding gap.
- 2.32 James Caspell responded that we were looking at around 2030 and added that further clarity would emerge once we had the contractors in place.
- 2.33 Abbas Dadou expressed his disappointment at the time it had taken to resolve these issues and urged the board to find ways to make progress quicker.
- 2.34 Cllr McVeigh acknowledged the points raised by Abbas Dadou and apologised for the impacts on the residents.
- 2.35 Mushtaq Lasharie added that he would continue to lobby the relevant bodies, including Government Ministers and the Prime Minister.
- 2.36 James Caspell added that the reported shortfall of £85 million was based on the tenders received in summer 2024 and since then, we have had added pressures, noting the structural issues on Lot 3 as an example. This means that the gap was now larger than £85 million.
- 2.37 James Caspell added that there had been some positive news following the approval of a more favourable credit facility by the Greater London Assembly through the Green Finance Fund which would fully cover the refurbishment of Lot 1, including additional Mechanical & Electrical works.
- 2.38 James Caspell added that work would be done to fully establish the positive financial headroom of this funding and would provide an update at the next meeting.
- 2.39 Cllr McVeigh acknowledged that the Council had committed £108 million, efforts from Officers and residents obtained £25 million through grants and an additional £25 million had been provided by Government adding up to £158m. She added that the cost of the refurbishment to date had been estimated at £244 million, leaving a shortfall of £85 million.
- 2.40 Cllr McVeigh added that the exercise to look at different options was necessary to ensure that future investment in the Estate would be available.

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025

- 2.41 Mushtaq Lasharie added historical context on the issues that had been endemic in the estate before the Tragedy and urged everyone to take the lessons from the past and move forward.
- 2.42 Michael Dalziel added that Government was working to look at solutions and reiterated that this project was a priority across all levels of government and there was commitment to help as much as possible.
- 2.43 Abbas Dadou added a lot of residents were unable to recover from the effects of the tragedy until the refurbishment work was completed.
- 2.44 Cllr McVeigh acknowledged this and reiterated the ongoing efforts across many workstreams to ensure we all achieved our common objective.
- 2.45 Cllr Simmons asked whether we had further clarity on what would be involved during the tower deconstruction. Michael Dalziel responded that more information would be made available in the following weeks.
- 2.46 Cllr McVeigh asked what the plan was to keep residents informed about the deconstruction of the Tower. Michael Dalziel replied that the plans were evolving but would include visiting residents at their homes and were exploring other ways to accommodate those conversations in a sensitive manner.
- 2.47 Cllr Simmons acknowledged the communication plan and asked that Councillors should be kept apprised. She further implored the board to always consider how conversations and decisions made would affect residents.
- 2.48 Cllr McVeigh recognised that residents were at the centre of our decision making and commended officers.
- 2.49 Abbas Dadou acknowledged this but added that the pace of the refurbishment was very slow. Abbas further requested for a resident impact assessment on the deconstruction of the tower from MHCLG and the mitigations that would be put in place.
- 2.50 Andros Loizou provide an update on the expected completion of Treadgold House of July 2025 and added that the team was not optimistic of that being achieved due to the issues with the contractor.
- 2.51 Cllr McVeigh asked that residents be kept informed, particularly those who had been decanted and planning to return following the completion. Andros Loizou confirmed this was happening.

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025

2.52 Lots 5 and 6 were noted as being on hold due to funding constraints as previously noted.

3.0 FINANCE & MONITORING UPDATE

3.1 **Finance Update** – James Caspell shared an update on our costs, forecast and expenditure.

Spend was less than forecasted due to delays to the main projects of Walkways Roof, Treadgold and the HRA elements of the Heat Network.

3.2 Cllr McVeigh congratulated the team for past and ongoing work to secure grants to support the refurbishment projects.

3.3 Sarah Cross provided a brief update on other grants that were in the application pipeline.

3.4 Doug Goldring supported this sentiment.

4.0 Notting Dale Heat Network

4.1 Jeff Laidler provided an update on the Heat Network.

4.2 Jeff noted the disruption experienced by residents due to the ongoing construction work and highlighted the cooperation offered by residents during these works.

4.3 Jeff added that Camborne Mews and Bomore road had been completed as well as the first three phases of Verity Close and the team were now on phase 4. The focus in July and August would be on Lancaster Green.

4.4 The thermal store was planned to be installed in the Summer, and the heat pump system and the electric boilers had been purchased and in storage waiting installation.

4.5 Cenergist were in process of completing the internal work in The Walkways.

4.6 Mushtaq Lasharie added that some pipework in Testerton Walk had not been properly secured and needed to be strengthened.

4.7 Cllr McVeigh added that she was looking forward to visit Treadgold House in the coming weeks to see the progress.

4.8 Cllr McVeigh asked about a reported delay in securing the pumps. James Caspell agreed and added that the location where the pumps would be installed had now been agreed and we were looking at a 'renewable heat-on' date of March 2027.

4.9 James also added that we had been overreporting our electrical generation through Solar PV due to some technical modifications. This is being addressed and we will report back to the board at the next meeting.

5.0 NET ZERO & SUSTAINABILITY UPDATE

5.1 Sarah Cross update on net-zero programme.

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025

5.2 Achieved a 22.5% reduction in estate-wide carbon emissions since 2018, primarily through the "Goodbye Gas" initiative and energy-efficient upgrades. Work to create a new baseline for the next financial year was underway.

5.3 Sustainable urban drainage systems are being implemented to reduce flood risk, with resident consultation on landscaping.

5.4 Doug Goldring asked how much gas had been removed and what percentage was left to be removed. Sarah Cross confirmed we were approximately 50% through the gas removal process.

5.5 Abbas Dadou asked to be kept informed about the flood mitigation procurement.

6.0 COMMUNITY DEVELOPMENT AND SOCIAL VALUE

6.1 Hibo Yusuf shared an update on

6.2 83 residents employed through the Lancaster West Works programme since 2018, including three recent hires within refurbishment projects.

6.3 £1.75 million secured in social value contributions, with a focus on skills training and employment pathways. Of this £437k has been delivered to date.

6.4 Awarded Pineapple award for the LWNT Neighbourhood Strategy through approach to co-design, with a positive social and environmental impact on our place and people.

6.5 £720k secured in external grants to deliver green skills training through the Green Skills Academy.

6.6 294 North Kensington residents took part in holiday programmes. Mushtaq Lasharie encouraged the team to reach out to those residents not taking up this offer to understand reasons and encourage uptake.

6.7 Cllr McVeigh acknowledged the valuable contribution of Nordeen Fahmy as he leaves RBKC.

7.0 RISK MANAGEMENT UPDATE

7.1 Samuel Gathogo shared an update on key risks, highlighting three key areas of risk for the board to note.

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025

- 7.2 Funding Constraints: Ongoing measures to secure required financial support, including alternative funding streams.
- 7.3 The complexity of the programme posed unique challenges to delivery and this often required higher contingency allowances to mitigate. The structural issues uncovered at were highlighted as an example.
- 7.4 Length of governance and decision-making: Addressing the length of our governance process and how long it took to reach decisions affecting individual projects was noted as contributing to both programme delays and potentially, increased costs.
- 7.5 Cllr McVeigh highlighted the need for improved communication across different project teams to bring about improved coordination across the Council and avoid delays or higher costs.

8.0 AOB

- 8.1 None

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025

9.0 ACTION SUMMARY

REF	ACTION	OWNER	STATUS
1	Monthly inspection of structural issues on Lot 3.	Andros Loizou	In progress monthly – in winter twice a month
2	MHCLG to keep councillors updated on deconstruction of Grenfell Tower	Michael Dalziel	
3	Provide an update on budget headroom following securing of GFF loan	James Caspell	On agenda
4	Pipework in Testerton 300's to be secured	Peter Inglis	Complete
5	Schedule walkabout for Ward Councillors on Treadgold	David Mulligan	Delayed – likely to be mid October
6	Rectify solar PV issue ahead of next programme board meeting.	Andros Loizou	Action plan devised to future proof for Notting Dale electricity supply and store more energy
7	Provide analysis on average waiting times for residents on LLP	Muman Ali	Complete – see Item 7 below
8	Streamline and simplify decision-making and collaboration, both at officer and member level to support project delivery.	Samuel Gathogo/Shawn Haden	In progress

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025

Item 7

LLP lettings in FY

Financial Year	Studio	One bed	Two bed	Three bed	Four bed	Total lets
2018/19		2				2
2019/20	6	4	5	3		18
2020/21	2	6	6	5	2	21
2021/22	1	4	9	2		16
2022/23	2	5	8	3		18
2023/24		2	1	1		4
2024/25		8				8
2025/26		3	2	1		6
Total lets	11	34	31	15	2	93

LLP demand by FY of application

Financial Year	Studio	One bed	Two bed	Three bed	Four bed	Total lets
2018/19			2	1	2	5
2019/20		2	1	6		9
2020/21		2	1		1	4
2021/22			3	1	1	5
2022/23	3	2	2	2		9
2023/24	3	1	3	1		8
2024/25		2	3	2		7
2025/26		1		2		3
Total lets	6	10	15	15	4	50

LWE Refurbishment Programme Board

Minutes and actions of 7th May 2025

LLP demand by FY of application and average waiting time from application date (no. of months)

Financial Year	Studio	One bed	Two bed	Three bed	Four bed	Average waiting time
2018/19			77	77	77	77
2019/20		72	75	73		73
2020/21		59	61		55	59
2021/22			49	44	50	48
2022/23	32	29	32	31		31
2023/24	21	21	18	18		19
2024/25		10	12	14		12
2025/26		0		3		2
Average waiting time	26	36	39	45	65	41