

LWE Refurbishment Programme Board

Minutes and actions of 15th September 2025

**LANCASTER WEST
NEIGHBOURHOOD TEAM**



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

15th September 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)
Helen Town	Grenfell Programme Director, MHCLG
Oscar Clarke	Community Relationship Manager, MHCLG
Michelle Active	LWRA nominee, Secretary and resident
Kojo Sarpong	Director of Housing Management (RBKC)
James Caspell	Neighbourhood Director (LWNT)
Shaun Haden	Head of Programmes & Innovation (LWNT)
Abbas Dadou	Vice Chair LWRA
David Mulligan	Senior Project Manager (LWNT)
Peter Inglis	Senior Project Manager (LWNT)
Muman Ali	Programme Performance & Monitoring Manager (LWNT)
Samuel Gathogo	Programme Performance & Monitoring Manager (LWNT)
Felicity Maries	Head of Community Development Engagement and Co-Design
Faiza Hassan	Project Support Officer - Finance & Insight (LWNT)
Elias Bensissi	Project Support Officer - Finance & Insight (LWNT)
Sharon Miller	Senior Project Manager (LWNT)
Jeff Laidler	Heat Network Programme Manager
Hal Dervish	Senior Project Manager (LWNT)
Sarah Cross	Sustainability Programme Manager

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1.0 INTRODUCTION

- 1.1 The meeting commenced with the introduction of attendees. Apologies were noted for Cllr Clare Simmons and Andros Loizou.
- 1.2 The minutes from the previous meeting were reviewed and approved.
- 1.3 James Caspell provided an update on key actions. Cllr Sof McVeigh asked to be kept informed on Lot 3 issues, and solar panel actions that remain ongoing.

2.0 PROGRAMME DELIVERY UPDATE

- 2.1 **Programme Update** – Peter Inglis led a detailed review of the programme delivery status across multiple lots, highlighting delays, contractor performance issues, and ongoing efforts to coordinate scaffolding and main works on Lot 1 for cost efficiency.
- 2.2 **Camborne Mews and Verity Close** - Peter Inglis reported that work on Lots 5 and 6 is currently on hold, with a pilot window study underway at Camborne Mews and the voids programme continuing as normal.
- 2.3 **Treadgold House** – Peter Inglis described ongoing performance issues with the Lot 4 contractor, with a dedicated team working to resolve these challenges and push for completion, though delays are expected.
- 2.4 **The Walkways** – Peter Inglis provided updates on the integration of main works and roof works, including lessons learned from pilot projects, procurement strategies, and the use of a single contractor to streamline delivery and reduce disruption to residents.
- 2.5 Peter Inglis raised issues related to unauthorised leaseholder adaptations, the need for better enforcement, and the impact on fire safety and project delivery, with actions identified to work with home ownership team.
- 2.6 Peter Inglis outlined ongoing efforts to address noise and dust during works, including acoustic engagement, respite planning, and the introduction of focus groups to ensure resident needs are met.
- 2.7 Efforts are being made to coordinate scaffolding for both roof and main works, aiming to achieve cost savings and reduce the duration scaffolding is present, with Amber as the contractor for both elements.

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2.8 Clarendon Walk, Camelford Walk, Camelford Court and Talbot Walk – Peter

Inglis and the team discussed challenges related to governance and procurement processes, including consultant withdrawals and the need to streamline procedures to avoid further project delays, with benchmarking against other councils suggested.

2.9 Kojo Sarpong acknowledged the complexity of current governance and procurement steps and committed to reviewing and streamlining these processes to improve delivery speed.

2.10 **Morland House & Talbot House** – David Mulligan highlighted ongoing safety concerns and scope changes for Lot 3, including the need for additional planning applications, fire risk assessments, and the rectification of historic defects, with a focus on immediate resident safety.

2.11 David Mulligan added that ongoing fire risk assessments have revealed historic maintenance issues, leading to a shift in project focus towards rectifying these defects alongside planned works.

2.12 Immediate safety measures, such as installing alarm systems, are being prioritised while longer-term rectification works are planned and resourced.

2.13 **Door Entry System Upgrade** – James Caspell provided an update on the rollout of new door entry systems across blocks, including app-enabled features, accessibility improvements, and collaboration with contractors to address resident needs.

2.14 Feedback from residents has led to adjustments in the system, including options for mixed-generation households and collaboration with contractors to ensure effective implementation.

3.0 FINANCE & MONITORING UPDATE

3.1 **Finance Update** – James Caspell reported on the current financial position, including additional grant funding, green finance facilities, and the allocation of funds for heat network and decarbonisation projects, with ongoing discussions with government stakeholders.

3.2 The team has secured an additional £26 million in potential funding since the last meeting, including grants and Green Finance Fund loan facility.

3.3 Ongoing discussions with government departments focus on design, stock condition surveys and cost certainty, with recent submissions of design information and continued dialogue regarding funding for Lots 2 and 3.

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4.0 Notting Dale Heat Network

- 4.1 Jeff Laidler updated the group on the Heat Network project, including the transition to an in-house model, the administration of the design and build contractor Cenergist, and the steps being taken to recover losses and maintain the project timeline.
- 4.2 Jeff noted that despite the contractor issue, the project remains on track for heat-on by March 2027, with communication to residents planned.

5.0 NET ZERO & SUSTAINABILITY UPDATE

- 5.1 Sarah Cross presented updates on decarbonisation efforts, including the removal of gas metres, installation of smart thermostats, and resident engagement for Heat Network billing and technology adoption, with ongoing funding applications for flood mitigation.
- 5.2 Significant progress has been made in removing gas metres and installing smart thermostats, with ongoing efforts to reduce carbon emissions.
- 5.3 A funding bid has been submitted to the GLA for £500,000 to support flood mitigation measures, with outcomes expected in November.
- 5.4 The team is piloting metering and billing solutions with residents, developing home guides, and planning engagement events to ensure residents are comfortable with new technologies in their refurbished homes.

6.0 COMMUNITY DEVELOPMENT AND SOCIAL VALUE

- 6.1 Felicity Maries provided an update on the social value commitments achieved.
- 6.2 The programme has facilitated employment for 116 residents and secured £1.6 million in grants to date, with ongoing work experience placements and social value commitments from contractors.
- 6.3 New respite offers, such as creche daycare and tailored support for families, are being developed in consultation with residents and the Residents Association.
- 6.4 Initiatives like the Landscape Ambassadors scheme and the resident involvement strategy aim to ensure meaningful engagement with young people and the wider community.

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7.0 RISK MANAGEMENT UPDATE

- 7.1 Samuel Gathogo summarised the current risk management approach, highlighting lessons learned, ongoing governance and cost challenges, and the need for effective decanting strategies to minimise disruption and costs during major works.
- 7.2 The need for suitable decant options was discussed, especially for Walkways residents whose properties haven't been refurbished internally. Cllr Sof McVeigh acknowledged this concern and the need to address it borough-wide.

8.0 AOB

- 8.1 **Grenfell Tower Deconstruction** - Helen Town provided a comprehensive update on the deconstruction of the tower, including preparatory works, lighting and environmental monitoring, communication with residents, and the handling of materials for memorial purposes.
- 8.2 Regular communication is being maintained with residents through flyers, drop-ins, and direct contact, ensuring they are informed and can raise concerns.
- 8.3 Materials from the tower are being carefully removed and transported to a secure site, with some elements retained for potential inclusion in the memorial, in consultation with survivors and families.
- 8.4 **Scaffolding Safety and Security Measures** - Following a scaffolding incident, alarms and CCTV have been installed on affected blocks, with alerts sent to security companies and police to ensure rapid response.

9.0 ACTION SUMMARY

REF	ACTION	OWNER	STATUS
I	Update on works programme to rectify structural and compartmentation issues for Morland House and Talbot Grove House, and ensure Cllr McVeigh updated	Andros Loizou/David Mulligan	In papers

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2	Update on go-live of solar PV across all blocks at next programme board	Andros Loizou	In papers
3	Revise communication strategy and improve timeliness of updates in relation to key refurbishment milestones	Felicity Maries	In papers
4	Conduct full review of leaseholder cohorts and clarify position regarding HMOs and unauthorised alterations	Peter B/Peter I	Verbal update
5	Update Lot 2 Programme to show start and end dates based on the recent changes and funding gap - ensure residents kept updated	Peter I	In Papers
6	Review governance and procurement sign-off process to address any delays in overall process	James Caspell	Verbal update
7	Ensure door entry system is explained to residents including those with disabilities to be able to use it	Shabir	In papers
8	Invite Joe Powell to next Programme Board	James Caspell	Done
9	Refresh EqIA ahead of next Programme Board	Muman Ali	Complete - In papers
10	Conduct analysis on decant requirements to understand gap between expected demand and available supply	Muman Ali/Peter Brown	Complete - In papers
11	Escalate for approval the intention to proceed with window installations within properties fully fitted with MVHRs on	Peter Inglis/Andros	Done

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	Lot 1 under Letter of Intent where possible.		
12	Provide update on outcome of savings secured through shared scaffolding between roof and main works contract.	Peter Inglis	Complete - In papers