LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

3rd March 2026 2025 17:30-19:00

MINUTES AND ACTIONS

Attendees

Name	Role & Organisation
Cllr Elizabeth Campbell	Leader of the Council
Cllr Sof McVeigh	Lead Member for Housing (Chair)
Cllr Claire Simmons	Notting Dale Ward Councillor
Dom Torrington	Chief Strategic Advisor (RBKC)
Mushtaq Lasharie	Chair (LWRA)
Abbas Dadou	Vice Chair (LWRA)
David Ward	Resident
Helen Town	Programme Director (Grenfell Tower Site and Memorial), (MHCLG)
Camilla Sheldon	Director Community, Community Memorial (MHCLG)
Oscar Clarke	Community Relationship Manager, (MHCLG)
Jahed Rahman	Director of Housing Management (RBKC)
Natalie Mcpherson	HRA Lead Finance Business Partner (RBKC)
James Caspell	Neighbourhood Director (RBKC)
Andros Louizou	Head of Refurbishment Design and Delivery (RBKC)
Felicity Maries	Head of Community Development Engagement and Co-Design (RBKC)
Stacy Mitchell	Programme Manager – Community Development & Co-Design (RBKC)
Shaun Haden	Head of Programmes & Innovation (RBKC)
David Mulligan	Senior Project Manager (RBKC)
Peter Inglis	Senior Project Manager (RBKC)
Sharon Miller	Senior Project Manager (RBKC)
Jeff Laidler	Heat Network Programme Manager (RBKC)

Sarah Cross	Sustainability Programme Manager (RBKC)
Muman Ali	Programme Performance & Monitoring Manager (RBKC)
Alejandro Castillo-Pineda	Project Manager - Finance and Insight (RBKC)
Faiza Hassan	Project Support Officer - Finance & Insight (RBKC)
Elias Bensissi	Project Support Officer - Finance & Insight (RBKC)

Apologies

Name	**Role & Organisation**
Joe Powell	Member of Parliament for Kensington and Bayswater
Sam Gathogo	Programme, Performance and Monitoring Manager (RBKC)

1. INTRODUCTION

1.1. The meeting commenced with the introduction of attendees. Apologies were noted for Samuel Gathogo and Joe Powell MP.

1.2. The minutes from the previous meeting were reviewed and approved.

1.3. Cllr Elizabeth Campbell outlined the Council's commitment to the estate, with a joint promise made by the council and central government. She explained that the government was considering additional funding for the refurbishment but had requested assurance in three main areas: project cost control, regulatory compliance, and resident sentiment.

1.4. Cllr Elizabeth Campbell added that an independent review led by a former Section 151 officer from the Greater London Authority found the project's cost management to be in line with expectations. She added the Council is open to further external audits and was strengthening its capital programme approach to provide the government with additional confidence that funds will be well spent.

1.5. On regulatory compliance and Decent Homes, she acknowledged that while the Council performed well in most regulatory indices, it fell short on delivering Decent Homes. A plan to achieve full decency by 2030 is in place, with milestones to be presented to the Leadership Team in June, and ongoing consultation with the regulator.

1.6. James Caspell provided an update on leaseholder cohorts. He outlined the need for further detail is needed on how leaseholders are being engaged and supported as part of the Walkways refurbishment, including the approach, communications, and considerations specific to this group

1.7. James also provided a brief update on governance and procurement. He noted that progress has been made, particularly now that the NKRC contract has been approved and work is underway to confirm a start-on-site date. Continued collaboration with governance, legal, finance, and procurement teams is helping to streamline processes while ensuring compliance with local government requirements.

2. PROGRAMME DELIVERY UPDATE

2.1. **Programme Update** – Andros Loizou provided an update on the programme, confirming that each Lot 1 overall is progressing, with key decisions now in place.

2.2. For Lot 1 (Roof Works), he explained that the programme is back on track following earlier delays caused by contract amendments, which were necessary to secure scaffolding savings. Brandon Walk has now been completed, with all AOVs installed and tested, and scaffolding for Testerton is being erected to support both the remaining roof works and the main works later in the year. The PCSA is close to completion, with only the M&E elements still under discussion. The team remains optimistic about finalising costs for governance papers and maintaining an April–May start date.

2.3. For Lot 2, Andros Loizou confirmed that the team is preparing to re-procure a consultant to complete the outstanding design work, aiming to have designs ready at RIBA Stage 3 for tender later this year.

2.4. Regarding **Lot 3**, he noted that work is well underway to prepare the full tender documentation, including quality questions and pricing schedules. The target is to issue the tender in mid-April. He also highlighted that the tender process is already in motion, as a market engagement session took place yesterday with a strong turnout of around fifteen contractors.

2.5. **Camborne Mews and Verity Close** – Peter Inglis reported that works to Lots 5 and 6 remain on hold until further notice. However, we have continued with internal refurbishment activities, and the Heat Network Programme is still progressing for both blocks.

2.6. **Treadgold House** – Treadgold House continues to face significant contractor performance issues, and the project is no longer expected to meet the previously stated completion date of 7 May 2026. The council is exploring all legal and contractual options working closely with the employer's agent and utilising retention mechanisms to address delays and underperformance. Major tasks remain outstanding, including the commissioning of plant and M&E systems and securing the necessary warranties before progress can move forward. Ongoing capacity and performance problems with the main contractor were also noted, prompting frequent escalation meetings, and members requested a private session update to review the issues, associated risks, and planned next steps in more detail.

2.7. **Door Entry System Upgrade** - Shabir Jafari updated on the Video Door Entry System that only three blocks remain to be completed and that all installation work should be finished by the next meeting, with full activation expected by the end of March. The team is currently installing the new monitors and issuing new fob keys, after which the system will be switched online, with a resident letter sent out beforehand. or the remaining blocks without first-fix work, only monitor installations are required, allowing completion within the same timeline. Shabir also highlighted ongoing efforts to ensure residents receive training and support in using the system, including an adaptability programme to modify door entry units for residents with visual or hearing impairments, with two such installations planned for this month.

3. FINANCE & MONTORING UPDATE

3.1. **Finance Update** – James Caspell reported that the year-end outturn is currently projected to be slightly lower than previously forecast, with expected spend now around £12 million. He explained that this slowdown is driven by three main factors: delays to the Walkways works due to ongoing negotiations and efforts to minimise disruption for residents; delays at Treadgold House because the contractor has not delivered the required standard of work and is therefore not being paid; and the pause on the heat network project following Cenergist's administration, with re-procurement now underway.

3.2. He confirmed that the funding gap remains significant, currently in the region of £100 million. Further clarity will come once tender outcomes for Lot 3 and later Lot 2 are received. Residents have been informed that, alongside the co-design option, a more basic specification may need to be considered to meet decent homes and structural requirements, particularly as Lot 3 offers limited scope for later enhancement.

3.3. James acknowledged the broader pressures on the HRA and outlined ongoing work to explore revenue savings, capital receipts, and maximising income and grants. He noted that significant progress has been made in securing external funding, with an additional £600,000 obtained since the last meeting and a further bid of around £2.5 million currently being developed. Work also continues with government colleagues to explore grants or low-interest financing to help bridge the funding gap. He emphasised that awarding Lot 1 now would limit the council's ability to deliver the commitments for Lots 2, 3, 5 and 6, reinforcing the need for further government support to achieve the promised 21st-century standard for the estate.

4. NOTTING DALE HEAT NETWORK

4.1. Jeff Laidler reported that the project has reached a significant milestone, with 99% of the buried pipework now installed, despite considerable disruption on the estate. He noted that residents have been very understanding, and the reinstatement of affected areas has been completed to a good standard with minimal complaints. Attention now turns to the major equipment installations over the coming year, including strengthening and partially replacing the leisure centre roof to support the new heat pump system.

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.

4.3. Jeff also highlighted the upcoming installation of the "energy tree", which will begin with complex foundation works this summer due to its proximity to a trunk sewer. In addition, the existing gas boiler plant room will be upgraded and visually improved as it transitions into a renewable boiler room. These elements represent the final components of the wider internal works at the leisure centre and residential blocks.

5. NET ZERO & SUSTAINABILITY UPDATE

5.1. Sarah Cross highlighted the continued progress on decarbonisation work. The council has recently secured £600,000 of grant funding to reduce flood risk, improve biodiversity, and help prevent a repeat of the 2021 flooding – or ensure we are much better prepared if it happens again.

5.2. Sarah also drew attention to the Goodbye Gas and thermal comfort engagement programme. Residents have been using fully furnished void properties equipped with TV, Wi-Fi, and cooking facilities to experience conditions similar to those expected with the new heat network. This helps ensure the system will be comfortable when operational and allows residents to give feedback, including on induction hobs and other aspects of the move away from gas.

5.3. Sarah also confirmed that although some properties no longer use gas, gas meters remain and regulations require safety checks where a gas pipe enters the property. However, the council is happy to support residents who want their gas meters fully removed. 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. COMMUNITY DEVELOPMENT AND SOCIAL VALUE

6.1. **Felicity Maries** explained that the team will be scaling up work on respite as part of the wider estate-focused activities. She noted that several strands of respite engagement are being developed, which will align with other ongoing conversations and planning happening across the project. Nothing is off the table at this stage, and the team intends to explore a broad and flexible range of respite options.

6.2. Felicity highlighted the need to work closely with social value opportunities and additional funding sources to resource as many creative solutions as possible. A strong emphasis will be placed on engaging residents directly to understand their bespoke needs and the type of respite offers that would be most supportive for them. Examples discussed included simple practical spaces, such as quiet rooms where children can do homework. The team is currently reviewing all available on-site resources across the estate, including baseline areas, other properties and potential decant spaces. They are also exploring off-site options, particularly for co-working spaces and family-oriented offers, to ensure a broad and meaningful range of respite support.

7. RISK MANAGEMENT UPDATE

7.1. Shaun Haden explained that the programme continues to track its top five key risks, which include funding pressures, contractor liability, programme integration and sequencing challenges, access-related delays across the borough, and pressures on decant and respite capacity. Much of what has been discussed throughout the meeting focuses on mitigating these risks through proactive planning, particularly within the Lot 1 strategy.

7.2. He noted that the team continually RAG-rates all risks based on probability and impact, and that each project within the programme has its own detailed risk register beneath these headline risks. Shaun emphasised that the team is working hard to mitigate, manage, and where possible transfer risks to reduce potential impacts across the programme.

8. ACTION SUMMARY

Ref	Action	Owner	Due	Status
1	Arrange for public viewing of the AOV's, roof and pilot windows & EWI at The Walkways.	Peter Inglis/Andros Loizou	Next Programme Board	**In Progress**
2	Develop a summary of contractor performance including quality and cost aspects	James Caspell / Shams Barik	Next Programme Board	**Completed App. 1**
3	Develop a summary of the performance on the contractor delivering at Treadgold House and options for progress	David Mulligan	Next Programme Board	**TBC**
4	Review approach to decants to reduce risk of delays and costs to programme	James Caspell/Muman Ali	Next Programme Board	**Completed**
5	Develop a SWOT analysis on approach to decanting and phasing of works at Lot 3	David Mulligan	Next Programme Board	**Completed App. 3**
6	Review prioritising of Lot 3 works in order to facilitate further progress	James Caspell	Next Programme Board	**Verbal Update**
7	Develop a paper on the impact of the risk around funding gap	Shaun Haden/ James Caspell	Next Programme Board	**Completed**
8	Publish approach to risk management online	Shaun Haden	Next Programme Board	**Completed**