

Lancaster West Estate Refurbishment

Report of Initial Ideas

Report Overview

January - March 2018

LANCASTER WEST
RESIDENTS' ASSOCIATION

Foreword

Further information:

Website: www.lancwestrefurb.com

This document is available to read in other languages. To request a translated copy of this book or for more information please contact NewmanFrancis on:

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A hard copy of this book can be found at Baseline Studios and with your block representative. Please use the contact information above to find out who your block representatives are.

To contact Kensington and Chelsea Council on any issues related to the Estate, please:

Email: LancasterWestOffice@rbkc.gov.uk

Or visit them at Unit 2, Baseline Studios,
Whitchurch Road.

“These books are the next steps in our work with architects and the Council to design the future of the Estate. This work will give us a major voice on the future of our homes.

After the tragedy of last June, this is a fundamental step for residents to begin the process of rebuilding their lives.

Many of our residents attended the consultation events and we are clear on the need for positive change.

The LWRA is working to ensure that the Council lives up to its promises. We will continue to make sure they listen to residents to fulfil their promise to make this a model estate for the 21st Century.

Most importantly, we will secure our rights to improved living conditions and putting the ideas in these books into practice.

We will be approaching Central and Local Government to support us to achieve our aims and secure their support for the refurbishment of the estate.”

Lancaster West Residents' Association

Promise to residents

The Council has promised to refurbish the estate. The promise is to do this “sensitively”, “collaboratively” and to create a “model for social housing in the 21st century”. The Council has set out 10 principles describing what this programme aims to achieve and how the council will work with residents, they are:

- **The refurbishment will be resident led**
- **All refurbishment work will be done sensitively and in co-operation with residents**
- **There will be no demolition of people’s homes on the Lancaster West Estate**
- **We will create a model estate where the community can be proud to live and that the council can be proud to own**
- **We will make sure residents can make real choices on the refurbishment**
- **We will listen to all age groups and communities on what improvements they want to see**
- **The refurbishment will aim to provide local jobs and skills training for local people**
- **The refurbishment will improve local services so that they are of a high quality**
- **The refurbishment will create a sustainable estate that can be maintained to a high standard**
- **There will be transparent decision-making and feedback provided by the council at each step**

Introduction

Following the Grenfell Tower tragedy, there was clear recognition of the need to make fundamental improvements to the Lancaster West Estate which has suffered from underinvestment and poor management over the years. It has also been recognized that residents must play a leading role in the process and shape the future of their neighbourhood. With this in mind, Central Government and the Royal Borough of Kensington and Chelsea (RBKC) commissioned a design team in late 2017 to explore initial ideas for improving the neighbourhood through a resident-led exercise, as the first step in creating ‘a model 21st century social housing estate.’

To ensure these improvements reflect the needs of the community, RBKC is working in partnership with local residents, through the Lancaster West Residents’ Association (LWRA), supported by the Ministry of Housing, Communities and Local Government, to ‘co-design’ the renewal of the estate.

The Council has promised to work sensitively and collaboratively with residents and be guided by them in developing designs for the refurbishment. The appointed design team has been commissioned to learn from and to work closely with them to identify their needs and deliver their aspirations.

Through the engagement process, local residents have explored a wide variety of issues and ideas around the themes; the home, the block and the wider neighbourhood. By organising the engagement at these scales, a comprehensive approach has been taken for ideas to improving the quality of life for local residents.

In addition to the various longer term projects explored throughout this report, a number of important short-term actions have also been identified as key priorities:

- a fire safety strategy
- a rapid repairs and maintenance strategy
- community safety strategies

This report presents design visions developed with local residents which will be used to inform improvements to and refurbishment of local homes and the wider estate.

Status of the emerging proposals

It should be noted that this work has been carried out without the benefit of conditions, technical or measured surveys, or the appropriate professional assistance necessary to validate the feasibility of these emerging ideas.

The ideas have not been costed at this stage. This work simply establishes a reference document or brief for the next stage of the project when the ideas will be added to, developed in more detail, and thoroughly tested for feasibility of implementation, including cost and disruption implications. This will be the next stage of the project.

Residents will be fully involved in the decision making about which ideas are to be taken forward and implemented.

Ideas books and team

Purpose

To capture residents' ideas, we adopted the principle that each block should have a 'book of ideas'. These are formatted so they can be read individually or as chapters of this report.

The content of each 'book of ideas' is typically as follows:

- Summary of findings
- Concerns and ideas in detail
- Exhibition boards
- Record of all residents comments received
- Key findings - neighbourhood strategies

Further chapters have been added to cover wider aspects of the estate to include: the wider neighbourhood, energy and sustainability, the history of Lancaster West and the resident participation process.

The collection of books provide a record of the resident participation and co-design events held between January and March 2018 on the Lancaster West Estate.

The books are:

- A record of the ideas and concerns that emerged from the engagement with residents.
- A reference document for the next stage of the project when the ideas will be added to, developed in more detail, and thoroughly tested for feasibility of implementation, including cost and disruption implications.
- A record of the process of resident engagement and feedback that took place.

At the next stage:

- Residents will be part of the process of selecting designers to take the refurbishment forward.
- Residents will make choices about these and additional ideas informed by factors such as cost, levels of disruption and current regulations.
- Residents will remain at the heart of the design and implementation process.

Professional team and authors

The team of designers and facilitators was appointed in November to work with residents to generate ideas for the future refurbishment of the Estate.

The Ministry of Housing, Communities and Local Government (MHCLG) identified a range of architects based on their relevant skills, experience and their ability to work collaboratively with residents as part of a co-design process. The Residents' Association agreed the architects and added others with local knowledge. The selection was done this way to ensure that the process could get underway quickly with the right specialist support.

The joint experience and expertise of the architectural team covers housing, community and public buildings, landscape design, sustainability and most importantly for this project, resident participation.

Architects:

Adjaye Associates
Cullinan Studio
Levitt Bernstein (lead and co-ordination)
Maccreehan Lavington
Murray John Architects
Penoyre & Prasad (co-lead)

Landscape Architects:

Andy Sturgeon Design
Levitt Bernstein

Sustainability:

Twinn Sustainability Innovation

Community engagement and facilitation:

Fluid
NewmanFrancis

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Residents' participation

Summary

An extensive programme of engagement with Lancaster West Estate residents was carried out from January to March 2018. Residents and other stakeholders were provided with opportunities to have their say and to voice their needs, concerns and ideas for improvements to the Lancaster West neighbourhood.

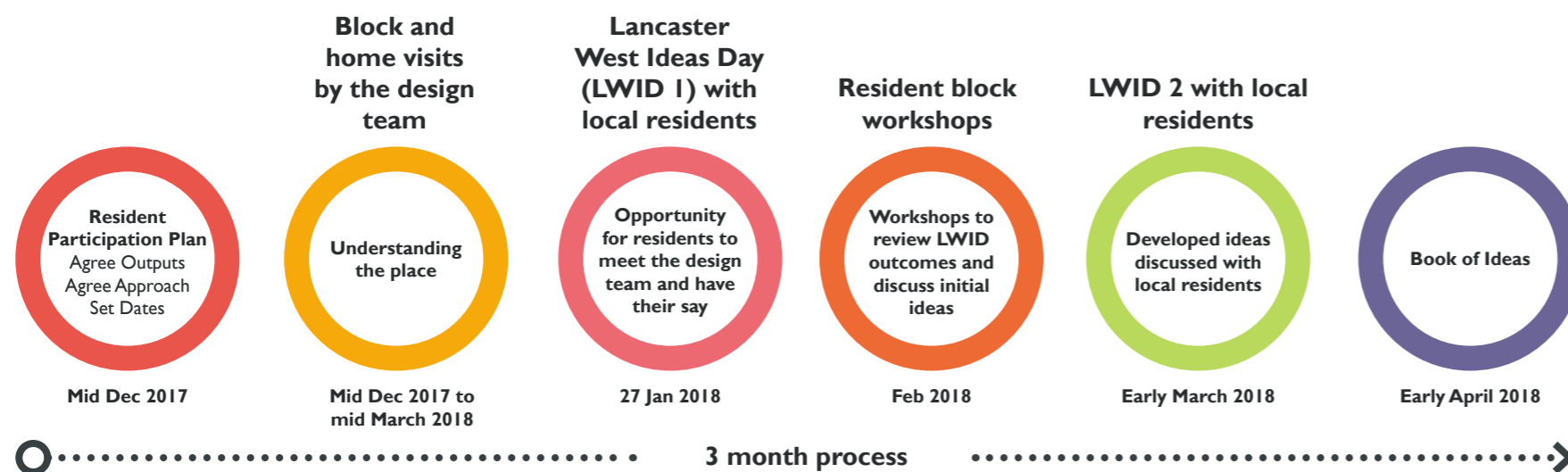
The engagement programme included two "Ideas Days", leafleting and door to door engagement across the estate, block by block meetings, attendance at the Residents' Association General Meetings, home visits, and telephone and email correspondence.

To try and ensure that all residents were aware of the engagement programme, there were two rounds of knocking on every door before the first Ideas Day, with a further round of door knocking before the second Ideas Day. We spoke to 372 residents on their

doorstep and completed 172 surveys, which included visits to hotels and other temporary accommodation.

Over 300 residents attended the first Ideas Day and more than 1,000 comments were recorded. This event was followed by 10 block meetings where residents and architects discussed and developed possible ideas for the refurbishment of the estate and improve the wider neighbourhood. The second Ideas Day was attended by over 170 residents and more than 180 comments were recorded.

We recognise that despite these efforts a number of residents would have been unable to participate in the exercise. In the next stage therefore it will be necessary to try and ensure that every resident is visited in their home.



I. Visits by the design team - December 2017 to March 2018

Visits to the Lancaster West Estate by the design team took place from December 2017 to March 2018. The design team initially met with residents and members of the Residents' Association to view both the internal and external common areas and the open spaces.

Following the first Ideas Day event a number of residents offered to meet with the design team, and further visits were arranged to view their homes and to carry out initial assessments of their condition.

During this period over 30 home visits have been arranged and completed by the design team across the whole estate. Exceptions include visits to any of the homes in Talbot Walk and Lower Clarendon Walk. However, residents from these blocks attended the block meetings and the Ideas Days to discuss their issues and concerns.

2. Ideas day - 27 January 2018

The first Ideas Day was centred around an exhibition where residents from across the estate could have their say, and share ideas for improvements to their homes, their blocks and the wider estate.

Over 300 residents attended the event with more than 1,000 comments gathered from post-it notes and feedback forms. The day involved:

- ▶ Listening to residents' key issues and concerns within the home, block and wider estate
- ▶ Identifying opportunities for change
- ▶ Discussing solutions and possible early ideas

Concerns identified by residents include safety and security, poor accessibility within buildings, lack of community or communal facilities, the poor standard of management and maintenance, problems with noise in the flats and poor uncontrollable heating ventilation.

It was also clear that some of the homes were simply unsuitable for the occupants, some of whom had been waiting years for the transfer.

3. Resident block workshops - February 2018

Following the first drop-in exhibition, block workshops were arranged to focus on home and block specific issues and concerns, and to test emerging early ideas. The block workshops also provided residents who had not been involved so far with the opportunity to have their say and hear what others had said.

Residents were informed of the importance for each block to have its own group or subcommittee, and a block representative, to steer the process during the next stage. A database was compiled of residents who registered their interest in being involved in the future.

4. Ideas day - 10 March 2018

The second Ideas Day broadly followed a format similar to the January event, providing residents with a further opportunity to meet the design team, and to continue talking about their priorities, concerns and ideas for refurbishing Lancaster West. Information from the first drop-in was again on show for residents who had not attended any previous events.

Focus sessions for each block were scheduled throughout the day for residents where they were introduced for the first time to the draft Book of Ideas for their block. A youth session was also arranged where young people discussed their thoughts and ideas for improving the estate with the design team.

Over 170 residents attended the second Ideas Day with more than 140 residents attending the block focus sessions. In total, over 180 comments were gathered throughout the day including feedback forms and other representations.

Concerns raised at the second Ideas Day were similar to those raised at the January event. They included safety and security, lack of accessibility within the blocks, and the poor housing management and quality of repairs.

Residents requested further clarification and information about the refurbishment process, possible disruption, and about the timetable for the refurbishment. Additionally, concern was noted about whether rents and service charges would rise in the future as a consequence of the improvements to the estate.

Youth Engagement

As part of the second Ideas Day, a workshop for young people was arranged to ensure that the process was as inclusive as possible. The workshop provided the opportunity for young people to meet with the design team, and to speak to them about the playgrounds and open spaces around the estate.

An all day drop-in art session for the under 8's was also set up and run by staff from The ClementJames Centre. Children were encouraged to be creative and made montages of their ideal play space.

Please refer to the **Resident participation** chapter for further details.

The blocks

Summary

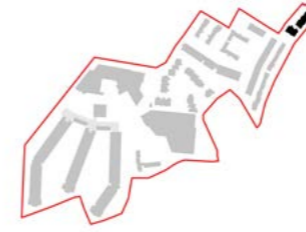
The following ideas relating to both 'the home' and 'the block' have been arrived at through working collaboratively with local residents during the ideas days and block workshops to address important concerns and aspirations. All these ideas require further investigation to examine feasibility and costs.

During the consultation process a number of common ideas for block improvements were endorsed by a significant number of residents in the majority of blocks. These included:

- Auditing and updating the Fire Risk Assessment for all blocks, in both the short and long term.
- Implementing an effective Repairs and Maintenance Strategy.
- Conducting a housing appraisal to establish whether people feel their homes respond to their current needs.
- Checking for and dealing with asbestos.
- Upgrading existing heating, electrical, ventilation and water systems within homes, with greater user control
- Improving thermal performance of homes with replacement high performance windows and insulation where appropriate
- Reducing noise nuisance in homes and between homes and communal areas
- Community Safety improvements, particularly door entry systems
- Improving mobility access eg: lifts and ramps to street entrances
- Improving refuse and bike storage areas
- Better use of the shared outdoor spaces and making them exclusively for block residents.

1 ➤ Camborne Mews

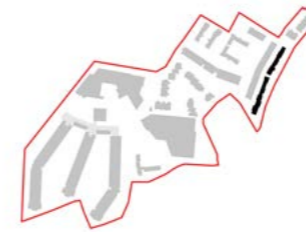
Camborne Mews dates from the end of the 1970s, and is a small plot consisting of two three story blocks on the outskirts of the estate, privately accessed through electric gates for both pedestrian and vehicles. Key ideas include:



- Improving accessibility to blocks through better considering levels
- Redesign of entrance to blocks
- Introducing balconies to first and second floor flats.

2 ➤ Camelford Court

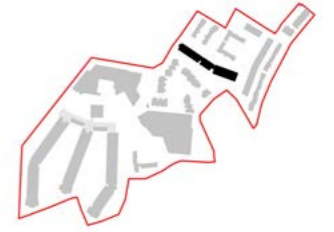
Camelford Court dates from the 1970s and is a terrace of two and three story homes accessed from Camelford Walk, to which the homes have their backs. Key ideas include:



- Potential expansion of homes based on residents' needs
- Safer, more visible and more direct entrances
- Improvements of pedestrian street
- Improvements to flats including new kitchens and bathrooms, double glazed windows and plumbing.

3 ➤ Clarendon Walk, Lower and Upper Clarendon Walk

Clarendon Walk dates from the 1970s and formed part of Phase 2 of the Lancaster West Estate. The 6-storey block features a mix of flats and maisonettes accessed via central corridors or front gardens at ground floor levels. A hostel, council store and a nursery (temporarily re-located from Grenfell Tower) are located on the Ground floor. Key ideas include:



- Creating a new, secure & clearly identifiable main entrances at each end of the block: including lifts and enclosed staircases
- Refurbishing the communal areas
- Reconfiguring flat layouts to better address residents' needs, with possible increase in space
- Considering incorporating projecting balconies
- Adding an insulated brick skin over the external walls with new high performance windows.

4 ➤ Morland House & Talbot Grove House

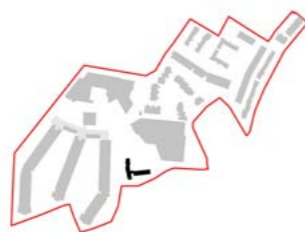
Morland House and Talbot Grove House date from the 1930-40's, and feature simple walk up stairs leading open access decks, with ungated communal spaces between buildings. Key ideas include:



- General maintenance of flats
- Reconsidering internal flat layouts
- Providing greater private external space through balconies, roof terraces and patios.
- Improving block security through more secure entrances and boundary treatment at the ground floor.

5 ➤ Treadgold House

Treadgold House was built in the 1960s and is the first postwar building in the Lancaster West Estate. 38 homes are arranged over five floors in an L shaped building, including both flats and maisonettes accessed via a central stair and lift core. Key ideas include:



- Making building entrances more visible and providing safer access to homes.
- Reconfiguring homes to better address residents' needs
- Redesigning balconies to make them more usable
- Creating a pleasant shared garden and more functional car park.

6 ➤ Upper and Lower Camelford Walk

Camelford Walk was constructed in the 1970s and designed by Kensington and Chelsea's in-house architects as part of Phase 2 of the Lancaster West Estate development. The block has a 59 two storey maisonettes and one flat on 5 floors over a semi basement car park currently used by a private storage company. Key ideas include:



- Creating new, secure & clearly identifiable main entrances at each end of the block: including lifts and enclosed staircases
- Remodeling Lower Camelford Walk flats to make the front door on the ground floor and more space inside
- Refurbishing the corridor in Upper Camelford Walk and considering projecting balconies
- A landscape strategy for underused green space immediately surrounding the block.

7 ➤ Upper and Lower Talbot Walk

Upper and Lower Talbot Walk was built in the 1970s as part of Phase 2 of the Lancaster West Estate. The 5-storey block features maisonettes above a semi basement car park currently used by a private storage company. Homes are generally accessed via a central corridor, with the exception of the lower maisonettes which are access from a 1st floor external walkway. Key ideas include:



- Create new, secure & clearly identifiable main entrances at each end of the block: including lifts and enclosed staircases
- Remodeling Lower Talbot Walk flats to make the front door on the ground floor and more space inside
- Rethinking corridors including internalising these shared spaces in Lower Talbot Walk and refurbishing the corridor in Upper Talbot Walk.

8 ➤ Verity Close

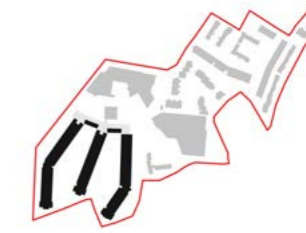
Verity Close was completed in 1979, providing 36 flats in two blocks with gated communal front and rear gardens, and 32 terrace houses in four blocks. Key ideas include:



- A more welcoming entrance and communal stair area for the apartment blocks
- High performance replacement windows for insulation and ventilation
- Upgrading roofs with photo-voltaic panels or tiles
- Landscape improvements including creating a central green space within the Close and re-landscape Clarendon Walk passage for improved safety and connection.

9 ➤ The Walkways

The Walkways consist of three 5 storey linear buildings – Testerton Walk, Hurstway Walk and Barandon Walk, feature flats and maisonettes above a semi-basement car park arranged around two large green spaces. The Walkways were constructed in the early 1970s as Phase 1 of the Lancaster West Estate and are linked to Grenfell Tower. Key ideas include:



- Improving circulation, considering introducing lifts and reconsidering how the walkways are organised
- Adding additional insulation to the building and projecting balconies
- Providing additional living space and space for storage
- Considering new uses for car parks such as new homes, community and work spaces
- Designing a landscape strategy for the communal courtyards and their entrances.

Please refer to the block Ideas Books for further details.

Early Projects

Summary

From the engagement process and as ideas emerged it became clear that there were a significant number of issues that needed immediate action or that could take place ahead of the major refurbishment works. These included issues relating to repairs and maintenance, survey work and other preliminary and investigative work that would help prepare for the refurbishment. These are summarised here:

Works across the estate

These are possible projects that apply to most homes, blocks and external spaces across the estate, and could start before the main refurbishment begins.

- Community safety improvements through; additional and better lighting, providing video door entry systems, and increased CCTV.
- Improve signage across the estate.
- Improvements to refuse areas, including providing space for recycling and disposal of larger items.
- Investigate interim home improvements in advance of full refurbishment, e.g. mechanical ventilation, heating, plumbing and water pressure.
- Introduce a local lettings policy to meet local needs.
- Provide secure bike storage, and improved play spaces could be provided.
- Improvements to nursery facilities, and options for future location.
- Investigate and resolve pest control issues.

Suggested Pilot Schemes and surveys

- Various localised works in vacant flats could be undertaken for technical investigations and to create show homes for residents to view.
- Surveys (incl. structure, services, drains, water and sewage)

Immediate actions:

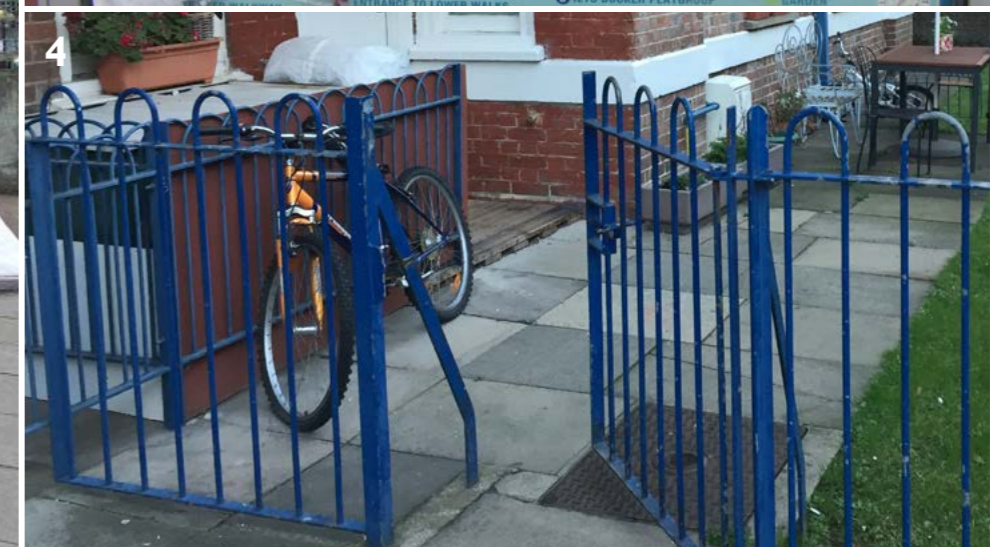
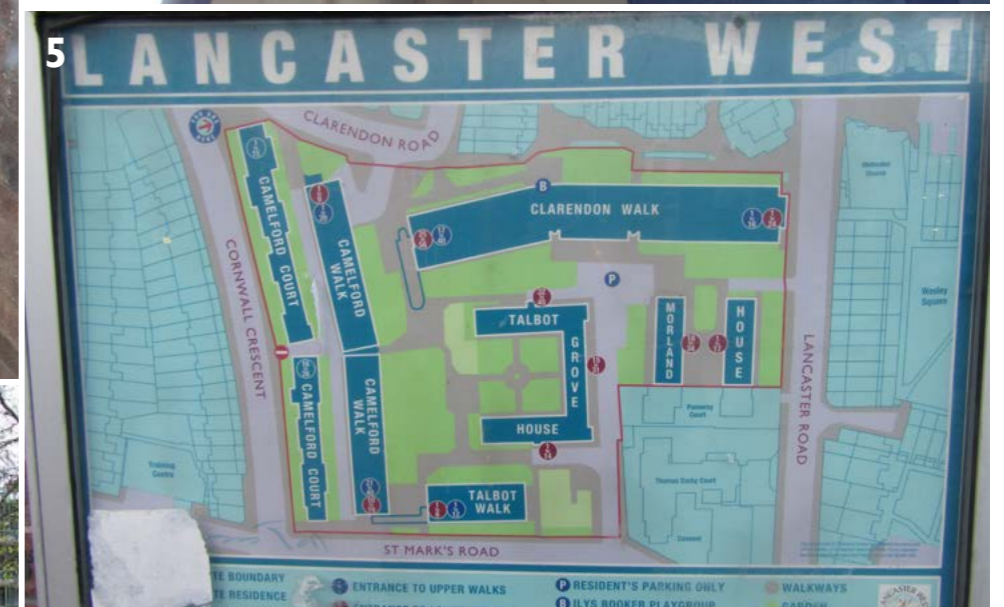
The following need to be taken forward as a priority:

- Audit and update the Fire Risk Assessment for all blocks, in both the short and long term.
- Implement an effective Repairs and Maintenance Strategy.
- Conduct a housing appraisal to establish whether people feel their homes respond to their current needs.
- Check for and deal with asbestos.

Please refer to the block Ideas Books for further details.

Here are some visual examples of issues where improvements can be made to the estate:

1. Community Safety: Better access control to cores and CCTV
2. Pest Control: Dealing with pigeons and mice
3. Managing Waste: Better storage for bins and large items
4. Bicycles: Providing safe storage areas
5. Wayfinding: New signage across the estate
6. Improvements inside homes: Renewing services



The neighbourhood - The wider estate

Summary

The neighbourhood strategy explores major concerns and key ideas applicable to the wider neighbourhood and in particular looks at strategies for open spaces and streets.

Those concerns highlighted by local residents during the 'ideas days' included safety, security and antisocial behaviour, wayfinding and accessibility, the quality and use of open spaces and local streets, and the provision of community spaces.

In response to these concerns, key ideas raised by local residents have looked at improving accessibility, improving the quality of streets and open spaces, exploring ideas of ownership of open space to improve privacy, where community spaces can be provided and how safety and security can be improved.

As part of the refurbishment of the wider estate, the design and location(s) of nursery and other childcare provision for the estate would be reviewed with residents and service providers with a view to enhancing the current provision'

For more details on the strategy for the wider neighbourhood please refer to the 'Wider Neighbourhood' book which details key concerns, key ideas and possible early projects.



Major strategies for the wider neighbourhood include:

- Strategic pedestrian and bicycle connections through the neighbourhood to important facilities and open spaces
- Quality of surrounding streets to better consider safety, quality of public realm and wayfinding.
- Improving the quality of important spaces throughout the neighbourhood including open spaces and gateways
- Identifying locations for additional community facilities throughout the wider neighbourhood.

Key

- ←- - - -> Improved local pedestrian and bicycle routes
- ◀- - - -> Improved surrounding street environment
- Enhancing entrance points
- Improving surveillance and eyes on the street

Please refer to the **Neighbourhood Strategies** chapter for further details.

Energy and sustainability

Summary

The ideas discussed with residents aim to make their homes fit for the next thirty years. They seek to avoid further upgrade works and to deliver zero-carbon retrofits fit for the zero-carbon city outlined in the London Plan.

The most prominent issues raised by residents included:

- Condensation and damp (including after windows and insulation replacement)
- Draughts and acoustic issues of poor windows (including after replacement)
- Lack of control of community heating (temperature and summer changeover)
- Poor water pressure (insufficient for showers)
- Requirement for new high-performance double glazing, better insulation and new water systems.

The key response is improving the thermal performance (insulation) of the building envelope sufficiently, such that heat from people, appliances and cooking within each home can provide their warmth and hot water. The aim is to reduce and eliminate other heat input, so reducing running and energy costs.

Drawing on international best practice, particularly from northern Europe where they are tackling large scale retrofit challenges like those at Lancaster West, prefabricated standard insulating and window systems are used. These reduce construction time and disruption for upgrading a home to a few days, while being tailored in extent and complexity to reflect the estate's different constructions types.

Proven off-the-shelf sustainable energy systems such as on-roof PV solar panels and exhaust-air heat-pumps, not only eliminate the need for the cost and complexity of fossil fuel central boilers, but provide full control inside each home, as well as summer cooling from hot water generation.



Using existing roof areas to generate energy for the Estate by fitting PV solar panels

Please refer to the **Energy and Sustainability** chapter for further details.

The way forward

Next steps

At the end of this stage of the engagement process, each block will have a Book of Ideas made up of design ideas, resident feedback and proposals for early projects.

During the next stage, residents will work with RBKC to select the block and estate designers. Once selected, the designers will work with the block groups and the proposed Resident Steering Group to develop viable, detailed and costed proposals. This process will also identify:

- Capital costs of alternative options and their financial viability
- Impacts on and disruption for residents
- If and how the proposals might impact service charges
- How they might affect energy bills; and
- What the future maintenance costs might be.

Emerging ideas will be tested through estate wide events, door-knocking, home visits and attendance at events to develop a consensus on the proposals to take forward. Where differences are unable to be reconciled this way, alternative methods such as ballots will be used to identify the way forward.

Residents engagement (1)

Residents will continue to be engaged throughout the project, choosing designs and details. This work could include:

- Community voice events
- Further event days
- Block meetings
- Local employment opportunities
- Visits to other projects
- A resident's charter as a 'contract' with the Council

Building a team

A dedicated professional team is required to deliver the improvements, with the right people in place for the long-term refurbishment programme. This will include:

- A professional project management, cost consultancy and programming team
- A multi-disciplinary professional consultancy team for engineering, architectural, landscape and building surveying services
- Contractors to carry out repairs, maintenance and refurbishment works
- A Construction Design Management (CDM) advisor for health and safety risk assessments

Early Projects

These are projects that can be implemented at an early stage of the refurbishment. All 'early projects' will be designed in collaboration with residents.

Immediate repairs and maintenance

There will be continuous work on repairs and maintenance. To address immediate repairs and maintenance issues to be progressed ahead of the main refurbishment works:

- An interim electrical, heating and plumbing engineer will be

- appointed to review heating and ventilation services by block
- Interim appointments will be made to lead and implement the carrying out of essential and immediate works and services
- Interim contracting services will be appointed for repairs and maintenance.

Obtain further information

To support the improvements and refurbishment programme:

- Surveys and information gathering will continue to be carried out
- Legal constraints, land ownership, adoption of roads, freehold/leasehold and commercial leases will be assessed.

Prepare a consultation plan for the refurbishment

A brief will be prepared to enable a robust consultation to be carried out with residents, and a team will be appointed to manage the consultation process. The consultation brief will include:

- Preliminary scope of works
- Resident views
- An approximate budget

Resident engagement (2 - The detail)

With the consultant team in place, the next stage of the co-design of the refurbishment can commence. This work could involve:

- Identifying full costs and budgets
- Deciding which ideas to take forward
- Designing in detail the refurbishment and associated works
- Making sure residents can exercise meaningful choices about their homes

Refurbishment works begin

Refurbishment works will commence after planning permission has been obtained and a contractor appointed for the works. This will be in 2019 and the works will be completed in stages.

WINTER 2018

SPRING 2018

SUMMER 2018

AUTUMN 2018

2019 - ONGOING

Resident engagement (1)



Building a team



Early Projects



Immediate repairs and maintenance



Obtain further information



Prepare a consultation plan for the refurbishment



Resident engagement (2)



Refurbishment works begin in mid 2019



Creating a model estate

Key principles

At the start of this commission the design team was briefed to:

“Work with residents to develop ideas for the longer-term improvements to Lancaster West to make it a ‘model 21st Century social housing estate’”.

From discussions with residents we believe an exemplar process should involve these key principles.

1. A Resident led process

Residents should play a key role in making decisions about the scope, design, procurement and construction of their homes and ensure the process involves real social value benefits such as local employment.

2. Safety First

Estate improvements should ensure that the Health and Safety are a priority. This includes fire safety and community safety.

3. Design for the Future

The improvements to the estate, the buildings and the individual homes should be long lasting, have environmental sustainability at their heart, promote healthy living and be affordable to maintain. This should all be informed by lifetime costing.

4. Public Realm

To ensure that the estate as a whole is a place where residents are proud to live, and where visitors feel welcome, the design should ensure that the public streets and spaces are refurbished to a high standard and usable by residents reflecting the variety of needs.

5. Neighbourhood needs

To ensure that the whole estate supports the community over time, adequate community facilities for a variety of functions should be included as part of the refurbishment.

6. Quality of Work

To ensure that a high quality of refurbishment is achieved the refurbishment should be led by an expert design team that designs and oversees the work from start to finish.

Please refer to the *Creating a model estate* chapter for further details.



Further information:

Website: www.lancwestrefurb.com

This document is available to read in other languages. To request a translated copy of this book or for more information please contact NewmanFrancis on:

Freephone: 0800 644 6040 (free from landlines)

Office: 020 8536 1436

Email: lancasterwest@newmanfrancis.org

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Email: LancasterWestOffice@rbkc.gov.uk

Or visit them at: Unit 2, Baseline Studios, Whitchurch Road.

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English

Information from this document can be made available in alternative formats and in different languages. If you require further assistance please use the contact details below.

French

Les informations présentées dans ce document peuvent vous être fournies dans d'autres formats et d'autres langues. Si vous avez besoin d'une aide complémentaire, veuillez utiliser les coordonnées ci-dessous.

Portuguese

A informação presente neste documento pode ser disponibilizada em formatos alternativos e em línguas diferentes. Se desejar mais assistência, use por favor os contactos fornecidos abaixo.

Somali

Macluumaadka dokumentigan waxaa lagu heli karaa qaabab kale iyo luuqado kala duwan. Haddii aad u baahan tahay caawinaad intaas dhaafsiisan fadlan isticmaal xiriirka faahfaahinta hoose.

Spanish

La información en este documento puede facilitarse en formatos alternativos y en diferentes idiomas. Si necesita más ayuda por favor utilice la siguiente información de contacto.

Arabic

يمكن توفير المعلومات التي وردت في هذا المستند بصيغ بديلة ولغات أخرى. إذا كنت في حاجة إلى مزيد من المساعدة، الرجاء استخدام بيانات الاتصال الواردة أدناه.

Farsi

اطلاعات حاوی در این مدارک به صورتهای دیگر و به زبانهای مختلف در دسترس می باشد. در صورت نیاز به کمک بیشتر لطفاً از جزئیات تماس ذکر شده در ذیل استفاده کنید.