

Continuing to work
with residents to
create a model 21st
century estate.

CAMELFORD COURT
← Nos. 1 – 26

**LANCASTER WEST
NEIGHBOURHOOD TEAM**

WT11

Context

The Grenfell Tower tragedy in North Kensington on 14 June 2017, was an unprecedented disaster which resulted in the loss of 72 lives.

The residents of the Lancaster West Estate and wider community experienced significant loss of life, bereavement, displacement and trauma.

Our continued challenge is to restore and maintain trust, provide a housing management service that meets the specific and diverse needs of this community and delivers on a promise to create a model 21st century estate.

This document is also a reflection on the last three years of co-designing new services and policies with our residents to tackle issues like overcrowding and support residents through the local lettings plan.

This strategy sets out our local vision, values and priorities for the next three years.

Vision and values

Our Vision	To deliver a resident-led 21st century housing service, which is carbon neutral by 2030
-------------------	---

In co-designing this strategy residents have told us what they want the Neighbourhood team to do, and how they want us to do it.

In developing this document, we have talked directly to over 100 individual residents for their input on where we need to work together better, and what their priorities are over the next three years.

Residents have told us that our work over the next three years should centre around three themes:

1. **Listen and act** and deliver excellent customer service
2. **Repair, refurbish and decarbonise** every home
3. **Create opportunities** for the whole community

This document describes where we have achieved so far, what the future will look like, and what we need to do to get there.

Vision and values

Our Values

What residents have said they want to see

Put residents first

Communicate by...listening, engaging, responding, being polite, courteous, transparent, conversational, adult and real.

Keep...focused, your promises, residents informed.

Integrity

Be...active, visible, reliable, responsive, resident-led, positive, pragmatic and proactive.

Do...what you say you're going to do!

Respect

Treat residents with...respect, dignity, honesty, openness, humanity, fairness, and as your equal.

Working together

Take...pride in your work, action to solve problems.

Use...common sense, creativity and your power to positive effect.

We asked, you answered

We carried out a feedback survey to establish how Lancaster West residents felt about the services we have delivered since our first Neighbourhood Strategy 2018-2021

Question	Yes	No	Don't know	Prefer not to say
Do you feel more informed and engaged in refurbishment and major works because there is a local neighbourhood team?	78.50%	12.30%	9.20%	0%
Do you feel more connected to housing management services because you have a local neighbourhood team?	76.10%	16.40%	6.00%	1.50%
Do you feel your repairs service is improved because it is delivered by a local neighbourhood team?	62.30%	18.80%	15.90%	2.90%
Do you feel improvements are being made concerning sustainability and delivering a green environment because you have a local neighbourhood team?	58.20%	22.40%	19.40%	0%
Do you feel your landlord listens to your view more because you have a local team?	53.60%	24.60%	18.80%	2.90%



Listen and act

Listen to residents and deliver excellent customer service

The story so far

Our Neighbourhood office has been established and customers calls are now taken by our customer service team.

Over #X residents attended our Open House events showcasing fully refurbished homes and X% participated in refurb priorities workshops throughout 2019/20. We have carried out #X number of repairs since 2019.

We established Grenfell Housing Service, a bespoke housing management services for the survivors and bereaved of Grenfell Tower.

99% of our calls from residents were answered. We have a diverse workforce that reflects the community with 18 community languages spoken amongst our staff!

76% of residents **feel more connected to** housing management services because they have a **local neighbourhood team**

The story so far continued

41 households have moved as a result of the Local Lettings Plan, co-designed with residents and 90% are satisfied with their new home. 12 households have moved through the Refurbishment Decant Scheme. **X** number of households have received secure lifetime tenancies.

WeAreWII, our app has nearly 100 registered users and 637 people follow our Instagram profile helping to deliver and online/digital experience that is quick and efficient.

99% of our calls from residents were answered

58% of residents feel that **improvements are being made** regarding sustainability because they have a **local neighbourhood team**

What does the future look like

The Lancaster West Neighbourhood Team will continue to rebuild and maintain trust with residents.

We will continue to codesign services with residents, make decisions together and have adult to adult conversations.

We will use modern methods to engage all residents in the services that we offer and the refurbishment of their estate.

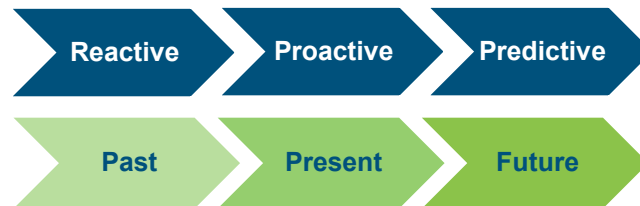
We will foster a relationship of openness and transparency and keep residents informed using the channels they want.

We will remain local and responsive to residents needs and we'll build on our presence on the estate.

Above all we will be easy to do business with, increasingly digital and increasingly tailored to our residents preferences.

Which **communication channels** do you think the local neighbourhood team should use more of moving forwards?

70% mentioned	Email
60%...	WhatsApp/Text
45%...	Letters
40%...	Face to face
35%...	Website / app



Listen and act and deliver excellent customer services

How we will measure progress

by end of Year 1	by end of Year 2	by end of Year 3
<p>Move X number of households through the Refurb Decant Scheme (RDS)</p> <p>Move X number of households through the Local lettings plan (LLP)</p> <p>Reduce ASB by X amount</p> <p>Communication channels tailored to specific blocs</p> <p>Achieve customer service excellence standard</p> <p>WhatsApp is used as a key channel of communication</p> <p>E-Newsletter subscribers hit 100</p>	<p>Offer all core services to residents in digitally</p> <p>Move X number of households through the Refurb Decant Scheme (RDS)</p> <p>Achieve financial inclusion measure of X</p> <p>Move X number of households through the Local lettings plan (LLP)</p> <p>Enewsletter subscribers hit 150</p>	

Repair, refurbish & decarbonise

Deliver a world class repair service in a safe, modern, refurbished and carbon-neutral estate.

Repairs and maintenance: how it's been going

Repairs DLO set up

Launched in house repairs team rooted in local community

Backlog of 2000 repairs cleared

Resident satisfaction has risen from 35% to 80%+

Average time to complete a repair now x days in 2021 from X days in 2018

X voids completed with X% satisfaction

62% of residents **feel that the repairs service has improved** because they have a **local neighbourhood team**

Refurbishment: how it's been going

Additional 35million secured for the refurbishment from Council funds

Additional 19million secured from central government departments

Refurbishment standard co-designed with residents

Procurement of design consultants co-designed with residents

Detailed designs of refurbishment developed

1.6million secured from EU for net-zero retrofit of Treadgold House

Plans for renewable heat network developed

78% of residents **feel more engaged and informed** with the refurbishment programme connected because they have a **local neighbourhood team**

Measuring our progress so far

Homes on the Lancaster West estate are:

28% +5



of Total properties
refurbished

16% +4



of properties
fully refurbished

12% +1



of properties
partially refurbished

21% +5



Have new
kitchens

22% +4



Have new
bathrooms

20% +3



New Heating
Systems installed

What does the future look like

A world class repairs and maintenance service

In future the Lancaster West Neighbourhood Team will continue to be based locally.

We will aim to hit **X%** satisfaction with repairs each and every month and complete repairs in **X** days or less on average.

We will continue to insource repairs, upskill our operatives, extend our working hours to match the lives of our residents and reduce reliance on contractors.

We will aim to complete **70%** of repairs in one visit, and insource our out of hours emergency repairs service, where possible.

We will publish our performance online and regularly involve residents in service reviews.

We have ambitious plans to improve the management of the homes we manage. By bringing forward investment and placing health and safety and decarbonisation at the centre of our work we will improve the quality of homes.

What does the future look like

A once in a generation refurbishment

The multi-year refurbishment of the estate to make it a model for the 21st century moves into the construction phase this year.

In January 2021, our internal refurbishment programme began at pace with Morland House. Over the coming years, we will move from block to block offering a choice of works to each home.

Exciting designs for each block have been drawn up hand in hand with residents. Once finalised we will consult with planning to get the green light for works to begin. Our aim is for contractors to start works on the estate this year.

We will look to involve residents at every stage of the refurbishment, going as fast as we can but as slow as we need to.

What does the future look like

A net-zero carbon estate by 2030

Through a fabric first approach to the refurbishment of the estate we will aim to make homes warm, comfortable and energy efficient.

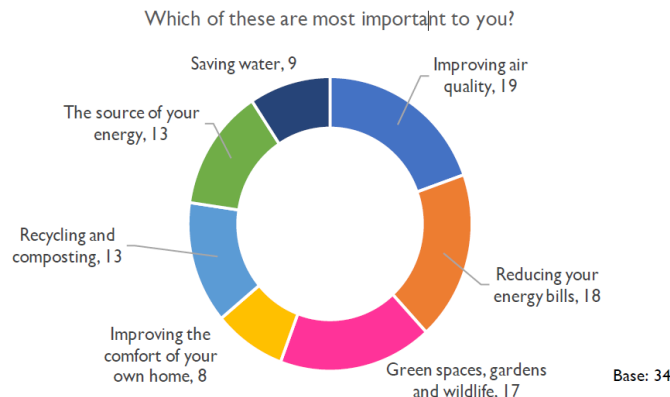
We will switch the energy used in homes and on the estate to a clean and green supply.

We will create a Garden estate, with a thriving environment supporting wildlife and bio-diversity.

We will reduce waste and increase recycling across the estate and support residents to make sustainable choices in their lives.

We will aim to reduce the carbon footprint of Lancaster West Neighbourhood team and our operations and supply chain.

76% of residents said going carbon neutral was a priority for the estate and **77%** said it was a priority for their home.





6 ways Lancaster West is going carbon neutral by 2030



Co-designed a strategy with residents



Piloting every opportunity to deliver change



**Delivering RBKC's first low energy council home
Verity Close**



Exploring a renewable heat network



Maximising grant funding opportunities



**Keeping communication with residents simple and
understandable through the entire process**

Repair, refurbish & decarbonise

How we will measure progress

by end of **Year 1**

by end of **Year 2**

by end of **Year 3**

85% of residents are satisfied with their repairs service	90% of residents are satisfied with their repairs service	95% of residents are satisfied with their repairs service
Repairs are completed in an average of 7 days		
Detailed designs for external refurbishment are approved by residents & contractors begin work		
50 homes on the estate are internally refurbished	150 homes on the estate are internally refurbished	275 homes on the estate are internally refurbished
Plans for a renewable Heat Network are approved		

Create opportunities



Promote a successful, sustainable and healthy community

Progress since our first Neighbourhood Strategy 2018-2021

Create opportunities for the whole community

Deliver additional income, employment, grants, training investment, or other funds for the residents and community groups serving Lancaster West



£722,520 of additional income brought into the estate
43 local residents employed

Develop and deliver a communications and engagement strategy, maximising impact and involvement of residents



Strategies delivered
Comms function in place
14% of estate engaged with on refurbishment plans

Develop the service offer for young people on the estate, and be able to show tangible outcomes and increased participation from this group



LWRA community centre in place and activities taking place regularly
Find a new home for Grenfell Nursery
Grenfell Arts Project implemented

Work with residents to deliver at least **one new space which meets the needs of the community**



2 spaces created:
Unit 22 Co-working hub
LWRA community centre

Lanc West works

What we've achieved so far

Our community development activities have gone from strength to strength. Over 30% of the Lancaster West Neighbourhood Team are now from the North Ken area, we have offered 8 apprentices work placements and our LancWest works scheme has recently been launched.

£1,184,216 of financial value has been added to the estate and wider North Kensington in terms of income, donations, grants and other benefits that have a clear financial value. (jobs £1,052,050, training £14,040, increased household income £21,748, expenditure via SMEs in North Kensington £8,695 grants and donations £81,167).

We have worked with the LWRA and residents to secure £81,167 in grants and donations to reinvest into the immediate neighbourhood. (grants £53,409, donations £27,758) 17 grant applications have been made with five grants secured.

The community development team also supported the Lancaster West Residents' Association with their applications for the Neighbourhood Community Infrastructure Levy Fund. We have offered help in terms of bid writing training, and insight in terms of the acute needs of Notting Dale Ward. We envisage that this will translate in improving the chances for the community independently securing additional funds for to aid Grenfell recovery and deliver wider community benefits.

What does the future look like

We will continue to support the community to take opportunities to improve their lives individually and collectively.

Creating and supporting employment, skills and training opportunities is a key part of the refurbishment of the estate. We will create work opportunities through our **LancWest works scheme** and work with partners to prioritise employment on the estate.

We will support the residents to make sustainable choices in their lives as well as choices which improve their health and wellbeing. We will seek to help the community come together by tackling isolation and creating the conditions for social connection.

We will continue to seek out grants and other fundraising opportunities for visible improvements on the estate. Our support for the residents association will not diminish

Overall we will continue to invest in Lancaster West, its people, its homes and its grounds.

Create opportunities for the whole community

How we will measure progress

	by end of Year 1	by end of Year 2	by end of Year 3
	20 local residents gain employment through the LancWest Works programme	X local residents gain employment through the LancWest Works programme	X local residents gain employment through the LancWest Works programme
	50 residents improve their digital literacy through digital skills training	100 residents improve their digital literacy through digital skills training	100 residents improve their digital literacy through digital skills training
	10 residents volunteer as community gardeners	25 residents volunteer as community gardeners	25 residents volunteer as community gardeners

Contact us

If you would like any information about this strategy or if you have any comments, please get in touch, we'd love to hear from you.

Email: Lancasterwestoffice@rbkc.gov.uk

Telephone: 0800 389 2005

Lancaster West Neighbourhood Strategy

Version: v20.04.2021

Approved: No

Effective from:

Review date:

Owner: Neighbourhood Director