



Lancaster West Neighbourhood Team  
**Neighbourhood Strategy**  
**2021 – 2024**



Working with residents to create a model 21<sup>st</sup> century estate that is carbon-neutral by 2030.

# Context

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The Grenfell Tower tragedy in North Kensington on 14 June 2017 was an unprecedented disaster resulting in the loss of 72 lives; hundreds lost their homes and thousands were traumatised.

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

This document is a reflection on the achievements of the last three years through co-designing new services with our residents to tackle issues like overcrowding as well as designing and delivering a positive vision for the estate.

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 that is carbon-neutral by 2030

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Residents have told us what they want our team to do, and how they want us to do it through the **co-designing** of this strategy.

In developing this document, we have **talked directly to over 100 individual residents** through neighbourhood strategy surveys and another **200 through our sustainability** surveys and our communications surveys for resident input on where we need to work together better, and what local people's 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 to** deliver effortless and accessible customer service
2. **Repair, refurbish and decarbonise** every home to deliver a world class repairs service in a safe, modern, and carbon-neutral estate
3. **Create opportunities** for the whole community that promote a successful, sustainable, and healthy community

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

# Delivering local responsive services

We carried out a **feedback survey** to establish how Lancaster West residents felt about the services that we have delivered since our first Neighbourhood Strategy 2018-2021. The results below reflect the responses from all engagement that has contributed to this strategy.

Question	Yes	No	Don't know	Prefer not to say	Target for 2024
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%	80%
Do you feel more connected to housing management services because you have a local neighbourhood team?	76.10%	16.40%	6.00%	1.50%	80%
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%	75%
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%	75%
Do you feel your landlord listens to your view more because you have a local team?	53.60%	24.60%	18.80%	2.90%	75%

# Bringing our values to life

What residents have told us they want to see and council values

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## Put residents first

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

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

## Integrity

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

**Do...**what you say you are going to do!

## Respect

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

## Working together

**Take...**pride in your work, and take action to solve problems.

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



# Listen and act

Deliver effortless and accessible services to residents

# The story so far

You said, we did

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

**7000+**  
repairs completed  
since 2018

**170**  
households  
attended Open  
House events

**104**  
residents  
participated in  
Refurb Priority  
workshops

**15%**  
reduction in  
overcrowding  
from 25%  
to 10%

**156**  
homes internally  
refurbished

**99%**  
phone calls  
answered

**18**  
community  
languages  
spoken by our  
diverse  
workforce

**752**  
households engaged  
in refurbishment co-  
design process

# The story so far, continued

You said, we did

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

**55**

households moved through the Local Lettings Plan (LLP)

**89%**

resident satisfaction with their new home through the LLP

**12**

households moved through the Refurbishment Decant Scheme (RDS)

**£1.48M**

income for generated for the estate

**799**

followers on Instagram

**100**

registered users on our WeAreWII App/website



# What does the future look like

Residents expect multi-channel access to services

We asked residents: 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



codesign  
multichannel  
transparency  
trust  
collaborative  
openness  
engagement

# Listen and act and deliver excellent customer services

How we will measure progress

by end of **Year 1**

20 households move through the Refurb Decant Scheme (RDS)

70 household move through the Local Lettings Plan (LLP)

Reduce Anti-Social Behaviour (ASB) by designing out areas where it can occur, working with stakeholders and the community to combat these issues in a holistic manner through preventative measures

85% customer experience with repairs service

E-Newsletter subscribers hit 1000

by end of **Year 2**

45 households move through the Refurb Decant Scheme (RDS)

75 households move through the Local lettings Plan (LLP)

Communication channels tailored to specific blocks


90% customer experience with repairs service

by end of **Year 3**

E-newsletter subscribers hit 2000

Offer all core services to residents in digitally

95% customer experience with repairs service



# Repair, refurbish and decarbonise

Deliver a world class repairs service in a safe, modern, and carbon-neutral estate

# The story so far

## Repairs and maintenance

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- ✓ Launched in-house repairs team rooted in local community with over 90% of repairs delivered in house
- ✓ Completed over 7000 repairs
- ✓ Resident satisfaction with repairs in their homes up from 66% to 82%+
- ✓ Average time to complete a repair now 5.6 days down from 18.5 days in 2018

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

# The story so far

## Refurbishment

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

**150**

improvements made to refurbishment standard, co-designed with residents

**40**

residents involved in procurement of design teams

**£85m**

in additional funding secured since 2018

**156**

homes internally refurbished on Lancaster West

**89%**

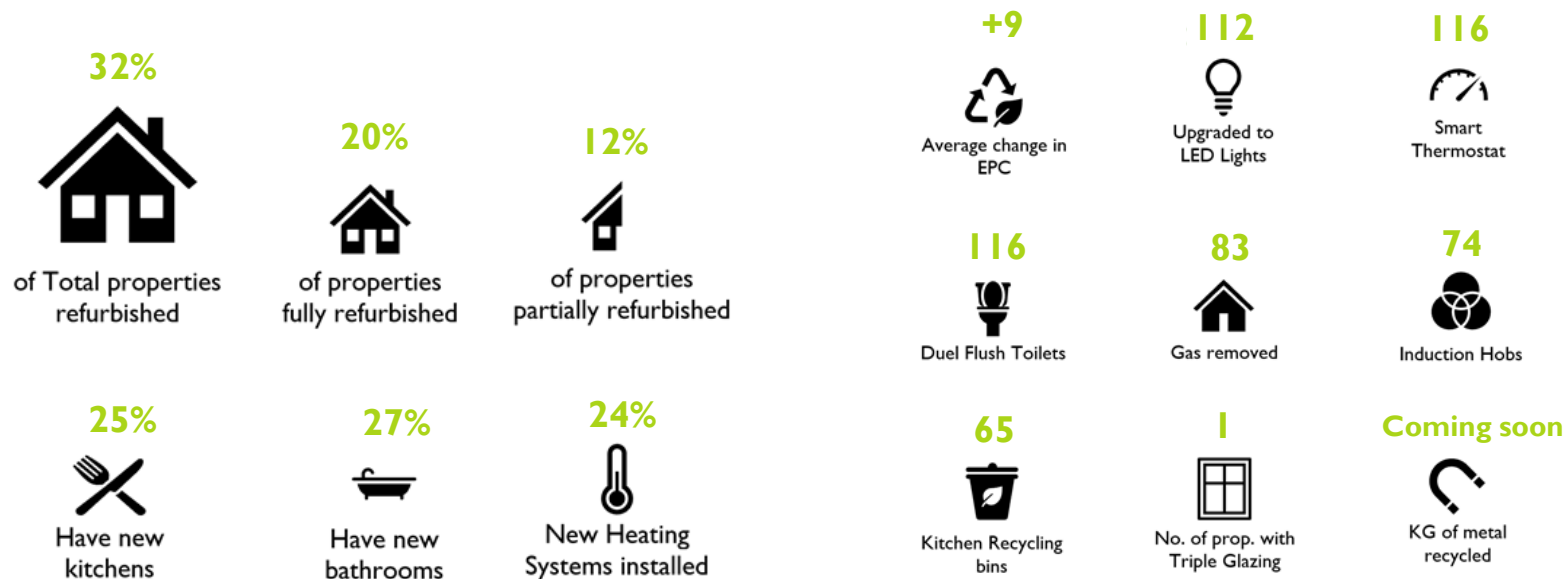
resident satisfaction rates with completed homes

**Renewable heat network**

plans developed for Lancaster West and Notting Dale Ward

# Measuring our progress so far

Progress of refurbishment and decarbonisation for homes on the Lancaster West Estate



# What does the future look like

A world class repairs and maintenance service

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In future, the Lancaster West Neighbourhood Team will continue to be based locally, **creating jobs for local residents.**

We will aim to hit **95% satisfaction with repairs** each and every month and complete repairs in **5 working 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 **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, placing health and wellness 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 21<sup>st</sup> 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'll move from block to block, offering residents a **choice of works** for their 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.

In response to the recent floods in mid-July 2021, we will be looking into **sustainable drainage systems and climate adaptation strategies** to alleviate any future flooding risk the estate may face.



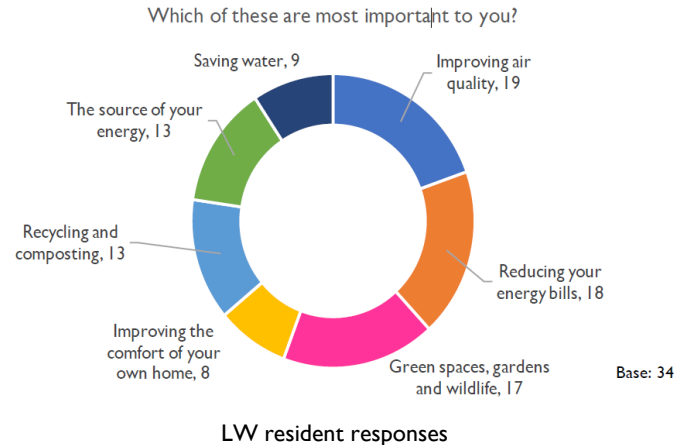


# What does the future look like

A carbon-neutral estate by 2030

- ✓ **Fabric first approach to refurbishment...**to make homes warm, comfortable and energy efficient
- ✓ **Energy switch...**to a clean and green supply.
- ✓ **Garden estate...**with a thriving environment supporting wildlife and bio-diversity
- ✓ **Reduce waste and increase recycling...**support residents to make sustainable choices in their lives
- ✓ **Reduce LWNT's carbon footprint...**and that of 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.



# 5 ways Lancaster West is going carbon neutral by 2030

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- ✓ Making homes warm, comfortable and energy efficient.
- ✓ Creating a garden estate with a thriving environment
- ✓ Generating a clean and green energy supply
- ✓ Developing green skills and services
- ✓ Supporting sustainable living and a local green economy



# Repair, refurbish and decarbonise

How we will measure progress

by end of **Year 1**

85% of residents are satisfied with their repairs service

Plans for a renewable heat network are approved

Detailed designs for external refurbishment are approved by residents & contractors begin work

150 homes on the estate are internally refurbished

by end of **Year 2**

90% of residents are satisfied with their repairs service

250 homes on the estate are internally refurbished

by end of **Year 3**

95% of residents are satisfied with their repairs service

Repairs completed in an average of 5 days

350 homes on the estate are internally refurbished

Launch the renewable heat network for Notting Dale



# Create opportunities

Promote a successful, sustainable, and healthy community

# The story so far

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**20%**

of staff now from  
North Kensington

**£1.48m**

of social financial  
value brought into  
the estate

**£82k**

in grants and  
donations secured  
with the LWRA

**11**

LancWest Works  
placements

**40**

garden  
volunteers  
recruited

**2**

new  
community  
spaces opened

# LancWest Works

LancWest Works provides three month work placements with the LWNT for residents of Lancaster West and North Kensington, to gain new skills, and kick start their career.

It offers residents:

- ✓ paid employment - London Living Wage
- ✓ guidance, training, and coaching
- ✓ opportunity to gain new skills
- ✓ access to employment networks



11

Local residents completed placements

4

Residents gone on to full time work (requested from KI)

# What does the future look like

In the next 3 years, our co-designed community development will focus on the following areas



Residents living with the resources to meet their needs and realise their full potential



Improve our community's health and well-being



Our residents to be living more sustainably on a garden estate, in a greener neighbourhood



Residents living in a connected community as drivers of the change they wish to see while experiencing improved levels of equality



# Create opportunities for the whole community

## How we will measure progress

### by end of **Year 1**

10 local residents gain employment through the LancWest Works programme

20 residents improve their digital literacy through digital skills training

20 residents volunteer as community gardeners

Co-design a Neighbourhood masterplan which joins up services provision in the area to better meet the needs of residents

### by end of **Year 2**

25 local residents gain employment through the LancWest Works programme

50 residents volunteer as community gardeners

### by end of **Year 3**

30 local residents gain employment through the LancWest Works programme

75 residents volunteer as community gardeners



# Contact us

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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](mailto:Lancasterwestoffice@rbkc.gov.uk)

Telephone: **0800 389 2005**

## Lancaster West Neighbourhood Strategy

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Approved: No

Effective from: TBC

Review date: 31/03/24

Owner: Neighbourhood Director, James Caspell



[WeAreW11 app](#)



[lancasterwestneighbourhoodteam](#)



[www.wearew11.org](http://www.wearew11.org)

**LANCASTER WEST  
NEIGHBOURHOOD TEAM**

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