

# Lancaster West Neighbourhood Team

Neighbourhood Strategy  
2024 – 2027

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

LANCASTER WEST  
NEIGHBOURHOOD TEAM

**WT1**

# Context

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.



**1800+**  
resident feedback  
and comments  
used in creating this  
strategy

# Vision and values

Our vision to deliver a resident-led 21st century housing service that is carbon-neutral by 2030

Residents have previously 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 we have taken resident feedback and input from various sources and activities over the last 3 years. This includes resident feedback from the most recent annual Tenant Satisfaction Measures (TSM) survey carried out in November 2023, monthly customer satisfaction surveys and other feedback and input from resident engagement and co-design activities from the last 3 years. We have used this feedback and input to identify areas where we need to work together better, and what local people's priorities are for the next three years.

Based on what residents have told us, our work over the next three years focus around **three themes**:

1. **Listen and act** to deliver effortless and accessible services to residents
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 describes what we have achieved so far, what the future will look like, and what we need to do to get there.

# Bringing our values to life

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

## 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

Listen and act

**80% of residents** are satisfied with opportunities to get involved & influence decision making

**92**

households moved through the Local Lettings Plan (LLP)

**47**

households moved through the Refurbishment Decant Scheme (RDS)

**15%**

reduction in overcrowding from 25% to 10%

**88%**

resident satisfaction with their new home through the LLP

**300+**

residents involved in the co-design of the Future Neighbourhood strategy

**66%**

of all households engaged in the overall co-design process

**61%**

of residents were satisfied with our co-design engagement process

**93%**

of residents satisfied with the Customer Experience team taking Repairs calls

*\*Facts and figures as of 1st April 2024. Sources include resident feedback from November 2023 annual Tenant Satisfaction Measures (TSMs), monthly customer satisfaction surveys, feedback and input from resident engagement and co-design activities from the last 3 years, data from housing management systems and internal records.*

**Listen and act** | Repair, refurbish and decarbonise | Create opportunities

# The story so far

## Listen and act

**83%** of residents are satisfied with way that we keeps tenants informed

**95%**

of all Stage 1  
Complaints  
responded in  
target

**98%**

phone calls  
answered

**90%**

of all resident  
cases resolved  
in target

**24**

community  
languages spoken  
by our diverse  
workforce

**1310**

followers on  
Instagram

**2412**

E-newsletter  
subscribers

**304**

registered users on  
our WeAreW11  
App/website

**LANCASTER WEST  
NEIGHBOURHOOD TEAM**

**W11**

*\*Facts and figures as of 1st April 2024. Sources include data from housing management systems and internal records, Lancaster West Estate Social media accounts and internal communications records*

# Residents co-designing Lancaster West's estate-wide refurbishment

**Residents have worked with architects across the estate and LWNT's refurbishment team to codesign the external refurbishment of their blocks, upgrading communal areas, new windows, insulation, video door entry systems and more.**

73 per cent of residents from Camelford Court, Camelford Walk, Clarendon Walk, and Talbot Walk have contributed to the final phase of resident co-design for their refurbishment, making final detailed design Choices. Throughout the latest and final engagement phase, residents had the opportunity to share their opinions and preferences on many aspects of the designs – from external brick façade and porch design, to opening mechanisms for the triple-glazed windows and floor colours.

Although the resident co-design phase has come to an end for these blocks, we will continue to put resident engagement at the heart of this refurbishment. Consulting with our residents at crucial stages of the refurbishment allows us to understand what residents want and need from the homes they live in.



The ongoing energy efficient refurbishment is working towards the shared goal of becoming a 21st century model estate that is carbon-neutral by 2030.



# Listen and act

## How we will measure progress

### By end of Year 1

70% residents are satisfied with the extent we listen to their views and act upon them

70% of all resident profile data and contact details recorded for named tenants.

95% of residents are satisfied with customer experience with the repairs service

Residents helped to access £10,000 of grants and benefit entitlements to sustain their tenancies

70% of all Local Lettings Plan applicants moved to a property in line with the housing needs.

90% of residents are satisfied with the LWNT decant process and general experience with the refurbishment of homes.

80% of residents are satisfied with the cleaning and caretaking service

60% of all residents from each LWE block signed up to the W11 e-newsletter

### By end of Year 2

80% residents are satisfied with the extent we listen to their views and act upon them

80% of all resident profile data and contact details recorded for named tenants.

96% of residents are satisfied with customer experience with the repairs service

Residents helped to access £10,000 of grants and benefit entitlements to sustain their tenancies

100% of all under occupiers and residents occupying ground floor flats that do not require step free access, engaged on Local Lettings Plan initiatives and incentives

80% of all Local Lettings Plan applicants moved to a property in line with the housing needs.

90% of residents are satisfied with the LWNT decant process and general experience with the refurbishment of homes.

90% of residents are satisfied with the cleaning and caretaking service

### By end of Year 3

90% residents are satisfied with the extent we listen to their views and act upon them

90% of all resident profile data and contact details recorded for named tenants.

97% of residents are satisfied with customer experience with the repairs service

Residents helped to access £10,000 of grants and benefit entitlements to sustain their tenancies

90% of all Local Lettings Plan applicants moved to a property in line with the housing needs.

90% of residents are satisfied with the LWNT decant process and general experience with the refurbishment of homes.

95% of residents are satisfied with the cleaning and caretaking service

10% of all resident service requests enabled through digital channels

# Repair, refurbish, and decarbonise

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



# The story so far

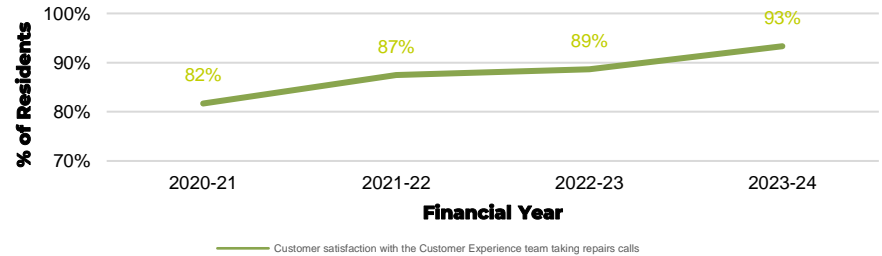
## Repairs and maintenance

- Launched in-house repairs team rooted in local community with over 93% of repairs delivered in house
- Completed over 10,500 repairs since 2021
- Resident satisfaction with repairs in their homes up from 84% to 88% since 2021
- Average time to complete a repair now 5 days down from 6.9 days in 2021

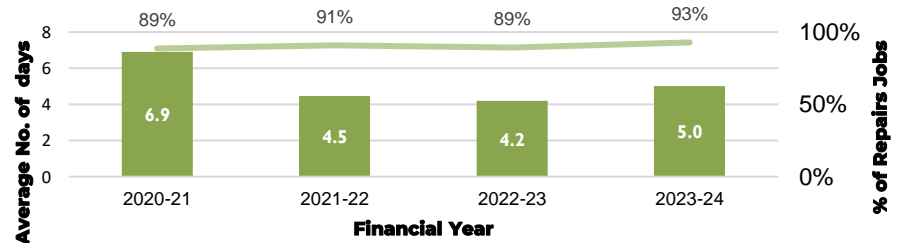
*\*Facts and figures as of 1st April 2024. Sources include monthly customer satisfaction surveys, data from housing management systems and internal records.*

**69%** of residents are satisfied with us providing homes that are well maintained

### Customer satisfaction with repairs service



### Average no. of days to complete a repair and % of repairs completed by in-house operatives



# 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, **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.

# The story so far

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

**Over 70%** of residents are satisfied with our efforts to go **carbon neutral** by improving waste & recycling, and by improving thermal performance of home

**60%**

homes have had refurbishment works

**Renewable heat network**

construction works to commence from May 2024

**Treadgold House**

Complete refurbishment works to complete in 2024

**£49.5m**

in additional funding secured

**19%**

CO<sub>2</sub> reduction since 2020/21 across the estate

**2350**

Meters squared of new green space created

**112**

Solar panels installed

**204**

Gas meters removed

**10,475.57kg**

Estimated CO<sub>2</sub> reduction per year from installation of induction hobs

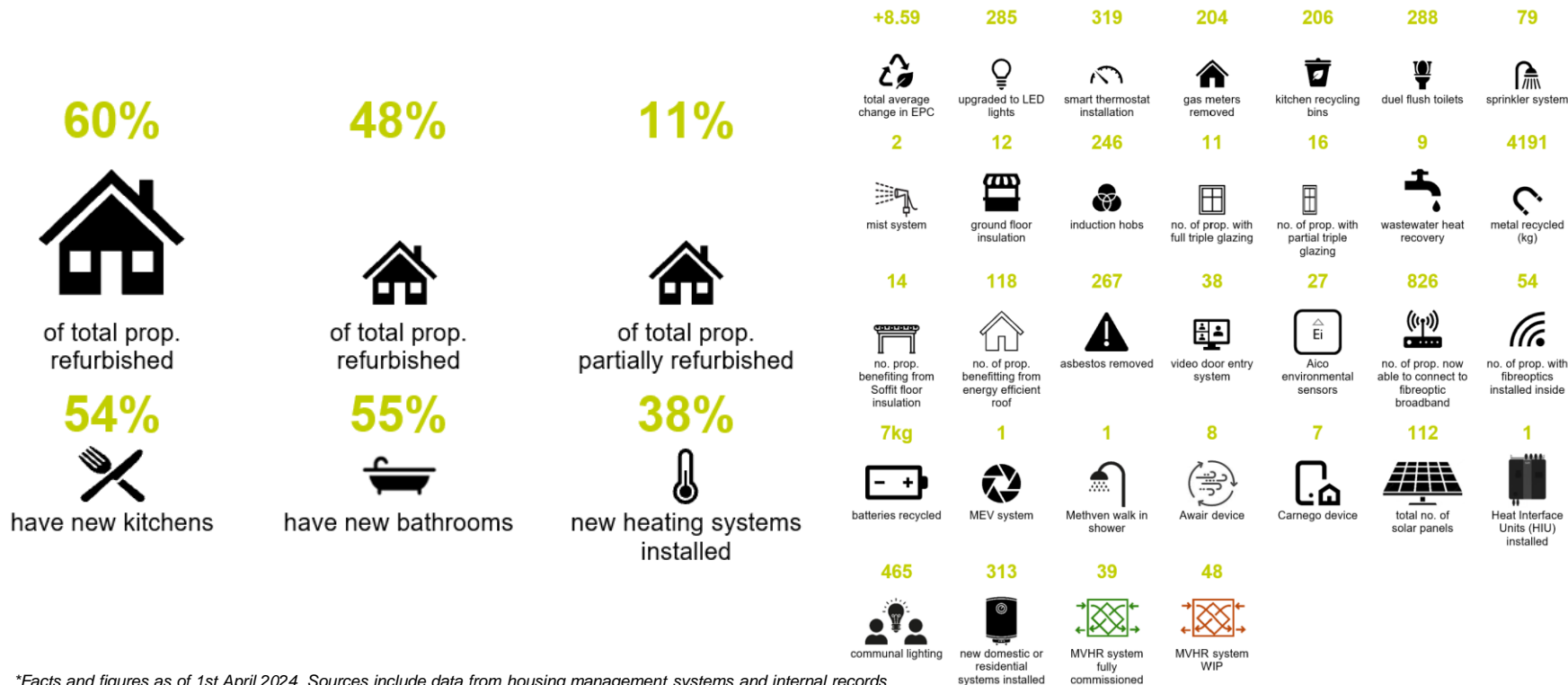
**40**

projects active or delivered to support decarbonisation

*\*Facts and figures as of 1st April 2024. Sources include data from housing management systems and internal records.*

# Measuring our progress so far

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



\*Facts and figures as of 1st April 2024. Sources include data from housing management systems and internal records.

# Over half of homes on Lancaster West have had internal refurbishment works

**The majority with new kitchens, bathrooms, and heating and hot water systems.**

A full internal refurbishment includes a new kitchen and bathroom, new flooring, internal doors, new fixtures and fittings and full redecoration. When a resident has their home refurbished, Lancaster West Neighbourhood Team offers a choice to residents from a range of features that residents have told us they would like in their homes. The refurbishment has also given us a chance to include other energy-efficient measures such as installing low-energy LED spotlights, smart meters, dual flush toilets, water-saving showerheads, helping residents to reduce their energy use and save on their bills.

Tracy has recently moved into her refurbished flat on Lancaster West.



“I fell in love with it the first time I saw it! I like everything about it but especially the bathroom which has been adapted with a walk-in shower. My old flat had a bath which I wasn't able to get in and out of. This is much better.” - Tracy, Verity Close

# What does the future look like

## A once in a generation refurbishment

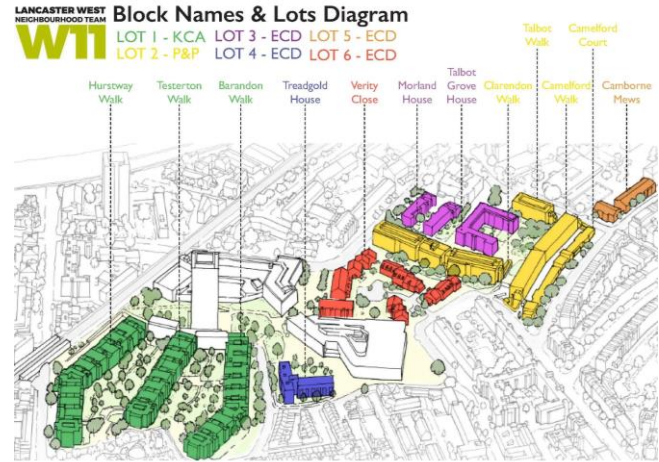
The multi-year refurbishment of the estate to make it a **model for the 21<sup>st</sup> century** has commenced construction phase with further works commencing block by block.

The multi-year refurbishment of the estate to make it a **model for the 21<sup>st</sup> century** has commenced construction phase with further works commencing block by block.

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. Finalised designs are consulted with planning to get the green light for works to begin. Contractors are now on site on the estate with works under way at block level. Procurement exercises are in progress to bring in further contractors to complete the works.

In response to the recent floods in mid-July 2021, works are underway in developing a **climate resilient and biodiverse estate**, where opportunities for greening, tree-planting and sustainable drainage systems have been maximised to alleviate any future flooding risk the estate may face. The new and accessible green spaces will be co-designed by residents to suit their needs, and will include seating, lighting and wayfinding that promotes feelings of safety, accessibility and pride for residents.





# What does the future look like

## A carbon-neutral estate by 2030

- **Whole house retrofit works...** delivered across the estate to **PAS2035 compliance**, reducing energy demand while also improving ventilation and comfort of homes.
- **Goodbye Gas...**removal of gas and transitioning to a renewable and more reliable energy supply (heat network & solar PV)
- **Energy advice...**provision of advice & support to help this transition and ensure affordable warmth
- **Garden estate...**Landscape that is climate resilient with a thriving environment supporting wildlife and bio-diversity and reduces risk of flooding
- **Reduce waste and increase recycling...**support residents to make sustainable choices in their lives with Improved recycling facilities and additional support and opportunities to reduce waste
- **Reduce LWNT's carbon footprint...**and that of our operations and supply chain, ensuring the estate as a whole is carbon-neutral by 2030.



# 5 ways Lancaster West is going carbon neutral by 2030

- Refurbishing homes to be comfortable, adapted, and energy efficient
- Restoring a garden estate with a thriving and resilient environment
- Generating clean, green and reliable energy
- Developing green skills and services
- Supporting sustainable living and a local circular economy



# Repair, refurbish and decarbonise

How we will measure progress

## By end of Year 1

95% of residents are satisfied with their repairs service
Overall responsive repairs jobs completed within 5 working days
92.5% of all repairs jobs delivered in house
60 LWE properties completed with full internal refurbishment works
Main contractors procured for the refurbishment works of lots 1, 2 & 3
Full refurbishment of Treadgold House and roof works for Hurstway Walk, Testerton Walk and Barandon Walk completed
21st Century door entry systems installed on six blocks
90% of residents are satisfied with LWNT providing support and advice to residents transitioning into the refurbished 21st century homes.
Installation of first attenuation tanks and sustainable drainage systems on LWE
Establish and begin to deliver a plan for climate adaptation & resilience
Reduction of Carbon Emissions by LWNT by 20% from 2018/19
Notting Dale Heat Network construction works to commence on LWE

## By end of Year 2

96% of residents are satisfied with their repairs service
Overall responsive repairs jobs completed within 4.5 working days
93.5% of all repairs jobs delivered in house
65 LWE properties completed with full internal refurbishment works
90% of residents are satisfied with LWNT providing support and advice to residents transitioning into the refurbished 21st century homes.
Reduction of Carbon Emissions by LWNT by 30% from 2018/19
Notting Dale Heat Network Up in place for all of LWE

## By end of Year 3

97% of residents are satisfied with their repairs service
Overall responsive repairs jobs completed within 4 working days
95% of all repairs jobs delivered in house
70 LWE properties completed with full internal refurbishment works
90% of residents are satisfied with LWNT providing support and advice to residents transitioning into the refurbished 21st century homes.
Reduction of Carbon Emissions by LWNT by 40% from 2018/19

Lanester West Estate  
Tea Garden  
wm

# Create opportunities

Promote a successful, sustainable, and healthy community



# The story so far

**63%** of residents are satisfied with RBKC making a positive contribution to the neighbourhood

**1333**

Hours contributed by volunteers

**£5.2m+**

of social financial value brought into the estate

**89**

Jobs advertised through LancWest Works

**181**

North Kensington residents by supported partner referrals

**31**

residents supported into employment

**66**

enrolments in courses, including residents, local SMEs & Contractor Staff

**£50k+**

more external funding secured for Green Skill training in 2024/25

**1.5tns**

of carbon emissions saved through Circular Economy initiatives

*\*Facts and figures as of 1st April 2024. Sources include data from housing management systems and internal records.*

Listen and act | Repair, refurbish and decarbonise | **Create opportunities**

# 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

## LancWest Works Resident Journey



# LancWest Connects

LancWest Connects enables individuals and Organisations to connect through green volunteering within the local community.

For residents, this:

- ✓ promotes health and wellbeing
- ✓ personal growth,
- ✓ and respite from the disruption for the refurbishment

For wider volunteers, we offer a great experience and opportunity to contribute, connect and support the Lancaster West Estate to become a 21st central social housing estate that is carbon-neutral by 2030.



# Maximising financial and career opportunities

As a mother of two, Rozina found herself out of employment for a few years. When her children transitioned into full-time education, she was eager to re-enter the workplace. Initially, her focus was on upskilling and pursuing training opportunities, but she struggled to find pathways to employment. As a LancWest resident, Rozina found out about opportunities by coming to a family event we ran in partnership with the LWRA.

## Rozina's Journey:

- Completed an intensive 8-week marketing course.
- Sign up to LancWest Connects to become a volunteer.
- Received training from Community Fibre and became a digital ambassador in the Employment and Training hub.
- We referred her and she successfully completed training provided by Women in Construction in RBKC, followed by a valuable 2-week work placement with United Living.
- Rozina came to the employment and training fair in January 2024, where she met our contractor, Amber.
- Today, Rozina is employed by Amber Construction, where she is regarded as "an absolute dream."

LancWest  
Connects



LancWest  
Works





# Green Skills Academy

Green Skills Academy provides free training and work experience for residents, small business owners, and community members in North Kensington as well upskilling Council staff in the skills needed to reach net zero.

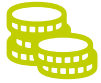
It offers training opportunities in:

- Retrofit and the green built environment
- Decarbonisation and net zero awareness
- Energy awareness and efficiency
- Repairs, upcycling, horticulture and more!



# What does the future look like

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



Maximising financial and career opportunities



To live healthier and well



Living more sustainably on a garden estate, in a greener neighbourhood



Living in a connected community as drivers of change, experiencing improved levels of equality



# Create opportunities

## How we will measure progress

### By end of Year 1

50 residents engaged in the co-design and delivery of circular economy activities

1 tonne of electrical waste collected and recycled, saving 25 tonnes carbon emissions

1 tonne of waste from LWE refurbishment works and from local residents diverted from landfill, saving 1 tonne carbon emissions

Over 70% of homes engaged in the refurbishment co-design process

20 people supported into employment

1,000 hours of volunteering time provided to community initiatives

50 residents engaged with green skills training courses, workshops or qualifications

£100,000 of Social Value delivered including 4 residents employed as a result of social value committed

### By end of Year 2

100 residents engaged in the co-design and delivery of circular economy activities

50 residents involved in co-design of the refurbishment respite offer, post refurbishment co-design completion

40 people supported into employment

2000 hours of volunteering time provided to community initiatives

100 residents engaged with green skills training courses, workshops or qualifications

£220,000 of Social Value delivered including 8 residents employed as a result of social value committed

### By end of Year 3

150 residents engaged in the co-design and delivery of circular economy activities

100 residents involved in co-design of the refurbishment respite offer, post refurbishment co-design completion

60 people supported into employment

3000 hours of volunteering time provided to community initiatives

150 residents engaged with green skills training courses, workshops or qualifications

£350,000 of Social Value delivered including 12 residents employed as a result of social value committed

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

Telephone: **0800 389 2005**

## Lancaster West Neighbourhood Strategy

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From: 01/04/2024

Review Date: 31/03/2027

Owner: Neighbourhood Director, James Caspell



[WeAreW11\\_app](#)



[lancasterwestneighbourhoodteam](#)



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

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