

Community Development Strategy

2021-2024



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 (LWE) and wider community experienced significant loss of life, bereavement, displacement and trauma.
- ▶ The Lancaster West Neighbourhood Team (LWNT) was formed to provide high-quality neighbourhood services and create a model 21st century estate by listening to our residents, repairing and refurbishing every home, and creating opportunities for the whole community.
- ▶ 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.

LWE Context

People

- ▶ 795 properties managed on Lancaster West
- ▶ 80% households are BAME
- ▶ 25% homes were overcrowded in 2018, this is still 10% in 2021
- ▶ 10% have accessibility issue with their home
- ▶ 5% households have at least one person who can't speak or read English

Properties

- ▶ 25% leaseholders (half of which are non-resident)
- ▶ Stock from 1930 – 1980
- ▶ Notting Dale Ward = 70% social housing
- ▶ Only one lift accessible block (of 15)

How we Co-designed this Community Development Strategy

To develop this strategy, we have used existing community engagement and local demographic data. We have validated the priorities with the Lancaster West Residents' Association and have continued to refine the strategy using ongoing engagement with residents.



How will we use this Community Development Strategy?

Securing Investment

targeting funders/ grants

social value contributions from contractors

Partnerships

mapping service providers in key areas

investing in strategic relationships

Delivery

coordinating delivery of activities across services

investing in technical expertise

Measurement

identifying human centric outcomes and indicators to be measured across projects

What is our role in Community Development?

Coordinate

Coordinate contributions and efforts from others to benefit residents of the estate and wider neighbourhood

Deliver

Click to add text
Directly manage the delivery of projects on the estate and wider neighbourhood

Connect

Connect residents with other expertise and service providers

Empower

Empower residents in maximising the opportunities and services available to them

What have we achieved to date?

April 2021

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

- **£1.4m** of additional income brought into the estate
- **45** local residents **employed**

Developed and delivered a communications and engagement strategy, maximising impact and involvement of residents

- **Strategies delivered**
- **Communications function** in place
- **14% of estate engaged** with on refurbishment plans

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

- **Lancaster West Community Centre** in place and activities taking place regularly
- Finding 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 Baseline Studios Co-working hub**
 - **Lancaster West Community Centre**

What have we achieved to date?

April 2021

- ▶ Our community development activities have gone from strength to strength. Over **30% of the Lancaster West Neighbourhood Team are now from the North Kensington area**, we have offered 9 paid work placements and our LancWest Works scheme has recently been launched.

- ▶ **£1.4m 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.

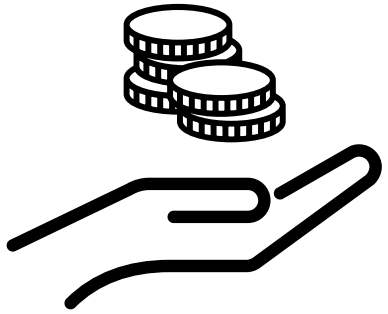
What have we achieved to date?

April 2021

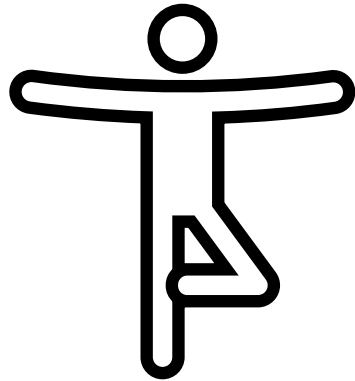
- ▶ We have worked with the LWRA and residents to secure **£81k** in grants and donations to reinvest into the immediate neighbourhood. (**grants £53k, donations £28k**) 17 grant applications have been made with five grants secured.
- ▶ The Community Development team also worked with the **Lancaster West Residents' Association** on 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.

Our Vision

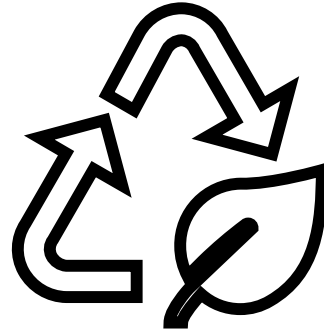
By March 2024, residents of Lancaster West Estate are...



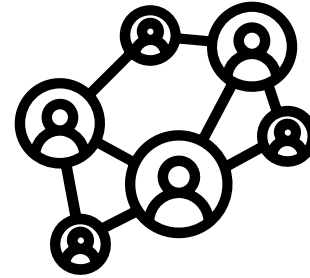
...maximising
financial and
career
opportunities



...healthier and well



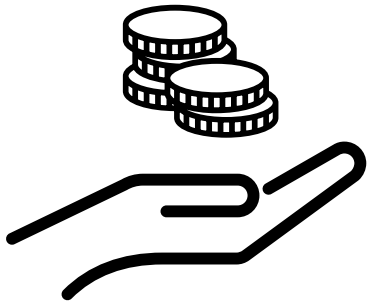
...living more
sustainably on a garden
estate, in a **greener**
neighbourhood



...living in a **connected**
community as drivers of
change, experiencing
improved levels of
equality

Our Vision

What we will do:



...maximising
financial and
career
opportunities

Education and Training

- **Support residents** identify education and training needs
- **Work with training providers/ partners**
- **Provide training and support** where appropriate

Employment

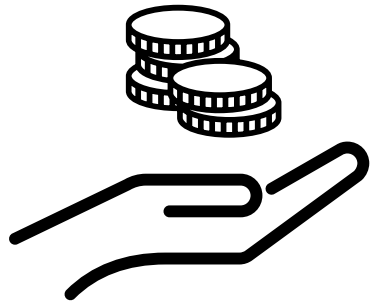
- **Provide employment opportunities** through LancWest Works
- **Maximise employment opportunities** through partners (i.e. contractors)
- **Link residents with targeted employment** support service providers
- **Provide pre-employment support**

Maximising Financial Opportunities

- **Provide support on managing their household finances**
- **Work with financial partners** to benefit residents

Our Vision

Measuring impact:



...maximising
financial and
career
opportunities

Education and Training

- # and % of supported residents enrolled in and completing **accredited and non-accredited training** opportunities
- # and % of supported residents who have **progressed to a positive next step** (i.e. higher education, paid employment, a higher paid job/promotion)

Employment

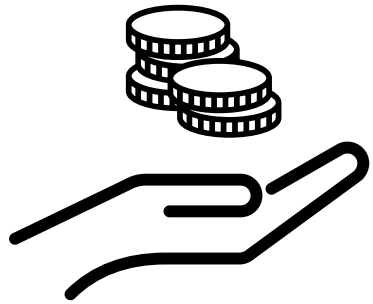
- # of residents supported to **find employment**
- % of supported residents successful in obtaining **paid and unpaid employment**
- # and % of **supported residents** into paid employment

Maximising Financial Opportunities

- # of residents supported to **manage resources**
- **£ invested** in local area

Case Study

LancWest Works



...maximising
financial and
career
opportunities

LancWest Works (LWW) is LWNT's integrated employment support offer for residents. The offer provides job-carved paid internship opportunities within the Neighbourhood Team when roles can be identified. We also offer CV writing, LinkedIn and job application support for residents, as well as working with contractors and employer partners to develop more job opportunities.

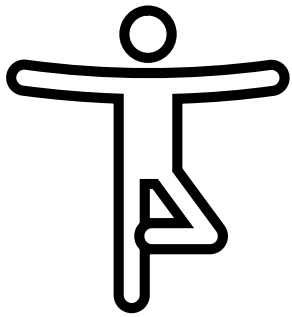
LWNT have supported **45 residents into employment** to date. This includes **9 apprenticeship and paid internship roles** directly within different departments of LWNT through LWW.

Residents are also supported to sustain and progress within employment, with several of our paid interns earning substantive council contracts.



Our Vision

What we will do:



...healthier
and well

Nutrition

- **Increasing access to more diverse and quality ingredients** (community gardens, pantries, food banks etc.)
- **Working with partners to increase nutrition and cooking knowledge** (community vegetable gardening, cooking classes etc.)

Physically Active

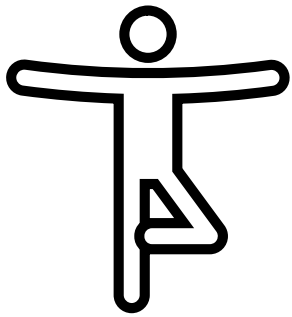
- **Increasing access to leisure facilities** (i.e. gym)
- **Directly supporting community clubs and activities**
- **Working with partners to tailor and increase their local offering** (i.e. walking clubs, classes etc.)
- **Creating spaces for physical activity**

Accessing Mental and Physical Health Services

- **Working with service providers to increase resident access** to appropriate services (i.e creating space on the estate)
- **Working with service providers to improve offering** based on resident feedback and needs
- **Establishing pathways for residents** to access appropriate services through social prescribing

Our Vision

Measuring impact:



...healthier
and well

Nutrition

- Degree of supported residents eating a **more diverse and nutritious diet**

Physically Active

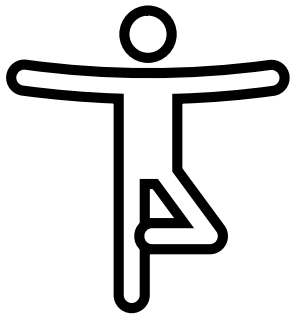
- # of residents that are supported to **access play and sports facilities and equipment**

Accessing Mental and Physical Health Services

- Degree to which residents are satisfied with **access to medical services that meet their needs**
- # and type of activities delivered on the estate that are perceived to **improve emotional and physical wellbeing**

Case Study

Community Massages



...healthier
and well

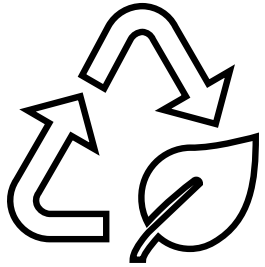
In order to provide more local wellbeing activities for residents, LWNT have recently partnered with Community Massage to offer **free shiatsu and seated massages to LWE residents** each month at the Resource Centre based on the estate.

The sessions launched in July 2021 and feedback has been overwhelmingly positive so far. **30** residents have already been supported to get a massage at the **North Kensington Resource Centre** and are now able to tap into free follow-up offers with Community Massage, such as guided meditations and additional massage sessions.



Our Vision

What we will do:



...living more sustainably on a garden estate, in a **greener neighbourhood**

Green Spaces

- Improving and developing new garden spaces
- Supporting residents to grow and garden at home

Energy Efficient Practices

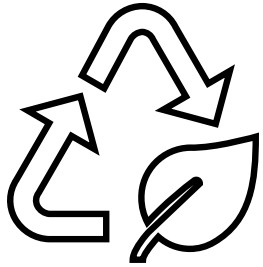
- Building knowledge and skills in reducing carbon emissions and energy consumption

Waste Management and Recycling

- Providing alternative waste management options (i.e. food waste)
- Building knowledge and skills in recycling

Our Vision

Measuring impact:



...living more sustainably on a garden estate, in a greener neighbourhood

Green Spaces

- m² converted from **grey to green spaces**
- Degree to which residents **use community gardens**
- Number of **garden volunteers**

Energy Efficient Practices

- # and % of supported residents enrolled in and completing **accredited and non-accredited training opportunities** (green skills + carbon literacy)

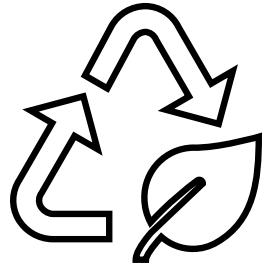
Waste Management and Recycling

- % of residents taking part in **recycling and food composting** programmes

Case Study

Lancaster West Tea Garden

The Lancaster West Tea Garden was established in August 2020 as a pilot scheme to transform 75m² of unused urban outdoor space into a garden oasis for residents to grow their own organic herbs and vegetables.



The Tea Garden has become the go-to location for residents who wish to rest, reflect and take a break from their busy lives as well as being a hub for multiple popup events delivered by the LWNT, RA and external stakeholders.

The Tea Garden has created several employment opportunities for residents, so far we have hired....

- **one** full-time community gardener
- **one** part-time garden assistant.
- Supported **two** volunteers in finding **paid work** in the horticulture sector.

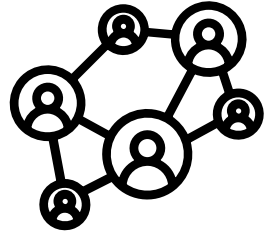
The Tea Garden has developed a successful volunteering scheme with **28** volunteers contributing a total of **580 hours**, reinvesting **£6293.52** back into the estate.

...**living more sustainably** on a garden estate, in a **greener neighbourhood**



Our Vision

What we will do:



...living in a
**connected
community** as
drivers of change,
experiencing
**improved levels of
equality**

Community Cohesion

- **Creating opportunities for residents to volunteer and participate** in the improvement of the estate
- **Co-designing communal spaces** with residents

Active Drivers of Change

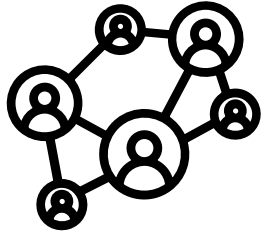
- **Supporting residents to participate in the co-design** of their estate
- **Partnering with the Residents Association to jointly deliver** on shared a vision for the estate

Equitable access to services

- **Providing translation support**
- **Supporting residents navigate council and wider services**
- **Ensuring residents are aware of what's happening on their estate**

Our Vision

Measuring impact:



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Community Cohesion

- Degree to which residents feel **connected to and proud of the LWE**
- # of local volunteer **hours dedicated to the LWE**

Active Drivers of Change

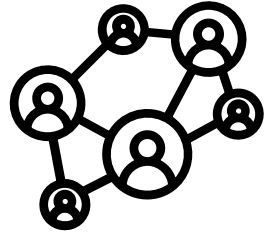
- % of households that **actively engage in the co-design process**

Equitable access to services

- % of residents that feel that the presence of LWNT **improves their access to services**

Case Study

Co-designing a 21st Century Refurbishment



...living in a
connected
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equality

In 2018 we made a promise to the residents that we would co-design the upcoming refurbishment with them to turn Lancaster West into a 21st century estate.

During 2019 we asked residents to give us their priorities for their home and blocks so that we could ensure residents received the refurbishment that they wanted. Through our **open house events** to view our newly refurbished properties, and through **workshops** where we asked them to list proposed works in order of importance, we were able to determine the priority works for the majority of residents from each block. We were able to achieve between **38% & 86%** resident engagement across the estate.



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 Community Development Strategy

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Owner: Nordeen Fahmy - Head of Community Development, Engagement and Partnerships



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