

# Read this to find out how we're going to deliver a resident-led 21<sup>st</sup> century housing service

Neighbourhood Strategy 2018 – 2021



# Context

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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 challenge now is to put in place a housing management service that is fit for purpose and able to meet the specific and diverse needs of a community in recovery.

The Lancaster West Neighbourhood team is a new team formed from members of staff recruited in partnership with residents.

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



# Vision and Values

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**Our Vision** To deliver a resident-led 21st century housing service

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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 and canvassed views of wider organisations working with residents.

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

- **Listen and act** and deliver excellent customer service
- **Repair and refurbish** every home
- **Create opportunities** for the whole community

This document describes where we are, what the future will look like, and what we need to do to get there.

# Vision and Values

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**Our Values** - What residents have said they want to see

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## 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

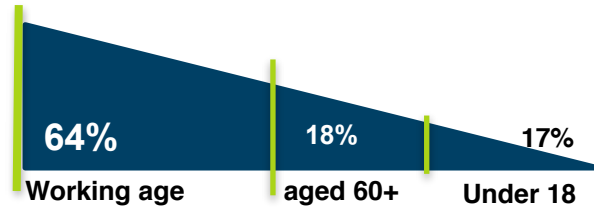
# Where we came from

The Grenfell tragedy demonstrated the strength of community and mutual aid within the Lancaster West estate.

Following the tragedy, the residents have been supported by a Grenfell response team which over time will start to pull away.

The estate is well served by residents associations and there is a hybrid network of community and statutory groups working with residents, without a clear overall focus on the needs of the residents.

The estate is one of the most diverse in the country and this a clear strength of the community. Within that diversity there are a set of disparate needs which are currently not being met – these include social isolation, access to employment, training and skills, financial exclusion, and language barriers.



Insight from the resident data:

- Nearly 1 in 5 residents are young people
- 55% household heads are female
- 25% of residents are Muslim
- 16 years; average length of time on the estate
- Only 1.8% of properties are vacated annually
- 214 households are overcrowded
- 70 households need a more accessible home

# Where we came from

The residents' experience of their housing service before the Grenfell tragedy was poor.

Residents say they did not trust the Tenant Management Organisation, or its contractors. They felt they were ignored, made to feel undeserving and treated without respect, dignity or care. Decisions were taken without proper resident input.

Residents report calls unreturned, repairs unattended, appointments missed and emails unanswered as being the norm.

Residents say that they largely gave up reporting repairs and in some instances carried out or paid for repairs themselves.

**800**

repairs outstanding in January 2018

**27%**

Satisfied that we listens to and acts to residents

**50%**

satisfied with the repair service on our last visit

The estate itself is in urgent need of modernisation. There are legacy health and safety issues, layout constraints and the fabric of the buildings is in a poor state in places.

# Listen and act

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Listen to residents and deliver excellent customer service

# What does the future look like

The Lancaster West Neighbourhood Team has a significant job to do in rebuilding trust with residents.

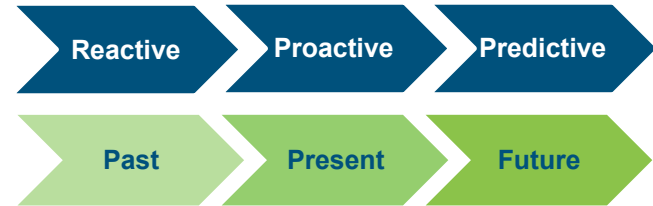
Residents want the future relationship and service to be built on shared working and mutual trust and transparency.

Residents want to be treated humanely; with respect; dignity; and courtesy. They want staff to listen to them, to be empathetic and keep promises.

Staff need to be action orientated, outcome focused and creative in problem solving.

Residents want adult conversations rather than remote, threatening and process-led communication.

The team should reflect the local community where and when it can.



Residents want a local, responsive and modern service with staff taking responsibility and showing energy and enthusiasm.

Calls need to be answered, appointments need to be kept and resident enquiries need to be resolved – quickly, effectively and at the first point of contact where possible.

Services should be insight driven, tailored to the individual and increasingly predictive.

Where digital services improve the service and automation makes sense, it should be pursued.



# What does the future look like



“

A housing service for the people, by the people, with the people.

”

Jacqui Haynes, Chair of Lancaster West Resident Association

# 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
	Re-homing of local residents displaced by the Grenfell Tower fire.	Implement the local lettings policy, reducing overcrowding and under-occupancy on the estate	Be recognised as a model housing provider that listens to residents and achieves high levels of customer satisfaction.
	Residents co-design a local lettings policy.	Deliver an online/digital experience that is effortless, efficient and quick	
	Residents report a noticeable difference in the attitude, approach and values of staff which serve them.	Tailor service delivery to meet specific access and communication needs, resulting in a demonstrable improvement in customer satisfaction	
	Residents have confidence that performance indicators reflect their experience.	Increase the number of directly managed temporary accommodation on the estate	
	Lancaster West Neighbourhood team knows who its residents are and has a thorough insight into their diverse needs.	Develop financial inclusion initiatives which improve tenancy sustainment and reduce rent arrears	

# Repair and refurbish

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Deliver a reliable repair service in a safe, modern and refurbished estate.

# What does the future look like

## A repairs service residents can trust

In future the repairs service will be delivered directly by Lancaster West Neighbourhood Team. Operatives and staff will be based locally.

Residents want people with local knowledge of the properties, a quicker service and ownership & accountability for jobs. They want to build a relationship with staff who are onsite.

We need to provide skilled and professional operatives who are well trained, motivated and, where possible, from the local area.

Residents want work to be inspected, quality to be managed and performance to be transparent



Alongside their day to day repairs service we will deliver to residents improvements to estate wide health and safety issues including comprehensive asbestos management, increased community safety and best practice fire safety measures.

# What does the future look like

## An estate-wide resident-led refurbishment

A resident-led refurbishment of the Lancaster West estate is an important step in moving forward for the residents.

Central and local government have so far committed £30 million to the refurbishment of the estate and we know that we will need more.

Residents have provided views and opinions on what their estate should look like in future through two days as captured in the 'ideas book'.

The refurbishment will be a multi-year project. It will deliver significant improvements to the interior and exterior of the estate including access and communal spaces. An increase in the number of social housing units is also within the scope of the project.



Alongside the refurbishment programme the Neighbourhood Team will also deliver community focused projects, based on what the residents say they want. These will be quick but tangible changes focused around residents needs.

# What does the future look like

“

Treat the property as if it is your own. When you go in respect that this is someone's home and do the best you can.

”

Mrs Francis-Murray, Upper Camelford

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# Repair and refurbish every home

## How we will measure progress

	by end of <b>Year 1</b>	by end of <b>Year 2</b>	by end of <b>Year 3</b>
	<p>Launch a repairs service which is local, improving and matches the expectations of the residents.</p>	<p>Commencement of estate-wide refurbishment programme, that brings improvements to every block and sets out clear and achievable solutions to heating, windows, ventilation and water pressure issues</p>	<p>The estate begins to benefit from the availability of new stock through conversion of existing buildings and infill potential.</p>
	<p>Residents can see tangible positive changes to the fabric of the estate following the Year 1 'early wins' projects.</p>	<p>Repairs reporting and resolution is easier than before with progress updates mainstreamed throughout the process</p>	
	<p>Average time to deliver repairs will be under 10 days.</p>	<p>Average time to deliver repairs is under 10 calendar days, and resident satisfaction is above 80% for their last repair</p>	
	<p>The estate refurbishment proposals are developed and endorsed by the residents.</p>	<p>Establish long-term plan to improve estate and communal lighting and improve CCTV</p>	
		<p>Insource electrical heating, hot water and communal lighting jobs to LWNT</p>	

# Create opportunities

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Promote a successful and healthy community



# What does the future look like

The Lancaster West Neighbourhood team will be the 'go to' body for community groups and others working with our residents.

Given our day-to-day contractual relationship with residents, the insight we hold, our understanding of their needs and links to resident groups we are best placed to enable residents live better lives.

We will work closely with resident associations, partner and community organisations to meet the needs of our residents. This may be in the form of signposting residents to services, delivering services or bringing stakeholders together.

Our work will be outcome focused, needs based, and community-owned and our approach will be democratic, inclusive and universal.



We'll use our data, understanding of our residents and equalities analyses to prioritise our work around:

- Health and wellbeing
- Economic wellbeing and financial inclusion
- Education and skills

# What does the future look like



“

The community spirit is strong here, the neighbours look out for each other and help each other.

”

Mrs Ismail, Hurstway walk

# Create opportunities for the whole community

## How we will measure progress

	by end of <b>Year 1</b>	by end of <b>Year 2</b>	by end of <b>Year 3</b>
	Develop a workforce that reflects the local community with residents involved in recruitment.	Deliver £1m of additional income, employment, grants, training investment, or other funds for the residents and community groups serving Lancaster West	Evidence that the Lancaster West Neighbourhood team and refurbishment has helped local residents into employment, skills and training.
	Find and source 5 job opportunities for residents of the local area.	Develop and deliver a communications and engagement strategy, maximising impact and involvement of residents	Find and secure 40 job opportunities for residents of the local area.
	Directly employ at least one resident from the local area.	Develop the service offer for young people on the estate, and be able to show tangible outcomes and increased participation from this group	
	Provide at least one apprenticeship for a resident from the local area	Increase participation of underrepresented groups, in particular older residents, Somali, Persian and Arabic-speaking community to reduce isolation and exclusion	
	Work with the residents to add at least one new community space which meets the needs of the community.	Work with residents to deliver at least one new space which meets the needs of the community	

# How to get involved

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- **Come in and talk to us!**
- **Through your Resident Association**
- **Email**
- **Phone**
- **Home visit**
- **Satisfaction survey**
- **Complain**



# 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**

Version 0.20

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