

Change at the Council – a legacy from Grenfell

Detailed conversation analysis

April 2023

Summary of the report

- From August to December 2022, RBKC engaged bereaved, survivors and residents across the borough in a conversation about how the Council should use the learning from Grenfell to change for the better.
- Residents had told us clearly that they did not want to participate in ‘tick box’ exercises and we felt it was important to enable residents to tell us in their own words what they thought about this issue.
- We therefore designed an open survey that mainly asked for free text responses and created multiple channels for people to give their feedback in a way that they felt comfortable with.
- The conversation has generated a huge volume of mostly qualitative feedback from over 600 people.
- The feedback was gathered through a range of methods including surveys, group discussions, one to ones and other interactions with residents, face to face on the phone and via email.
- It has taken time to analyse the very wide range of views expressed. An initial [summary report](#) was presented to the Council’s Overview and Scrutiny Committee in February 2023 and informed the development of the new Council Plan.
- Since then, we have continued to analyse the feedback in more detail, including the survey responses, notes of group meetings and one to ones, feedback from emails and calls. We also held some group discussions in February 2023 to test some of the key findings and collect more feedback.
- This report presents the findings in full, with a detailed analysis of the feedback for each of the questions we asked.
- We think it is important to share the full findings as the importance of open and transparent communication was a key theme of the conversation feedback.
- We hope this conversation analysis report provides an accurate reflection of what people told us.
- Alongside quantitative analysis of the responses, we have tried to include as many quotations as possible, with a view to getting across the tone of the feedback and the emotions expressed (including anger, sadness and scepticism).
- A report at the May meeting of the Council’s Leadership Team will set out more detail on the next steps for taking forward this feedback.

If you have any questions about this report, please don’t hesitate to contact us by emailing GrenfellLegacy@rbkc.gov.uk or calling us on 07714 846092.

Change at the Council a legacy from Grenfell

Bereaved, survivors and residents have challenged us to use the lessons from Grenfell to become the best Council for all of our communities.

We know there is still a long way to go to rebuild trust and relationships with the community. Grenfell exposed the scale of this challenge.

We want to address this and become the best for our communities, but we need your help to understand what this would look like for you, so we can build a shared vision for the Council.

- Visit <https://linktr.ee/grenfelllegacy> or scan the QR code to share your views.
- Email GrenfellLegacy@rbkc.gov.uk or call 07714 846092 for more information.



A Legacy from Grenfell Conversation – Presentation of this report

This report includes a summary of:

- [Approach to engagement and respondents' profile](#) – S4
- [Findings from the quantitative analysis](#) – S9
- [Qualitative analysis of the survey and group discussions](#) – S17
- [Tone of the feedback and emotions expressed](#) – S38
- [Suggestions made by residents](#) – S40

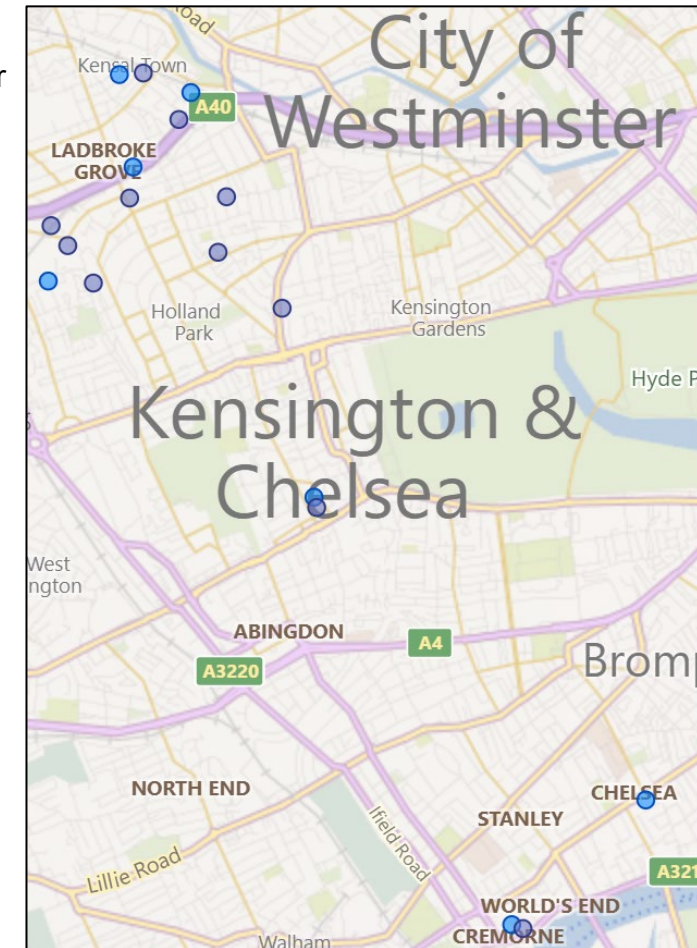


Approach to engagement and profile of respondents

Background about the approach to the conversation

- We were keen to hear from as many people as possible and offered various options to residents who could share their views in the way that worked best for them.
- These included:
 - An online survey accessible in the 10 most common languages spoken in North Kensington, also available as a paper copy;
 - A shorter survey which was used at drop-ins and other events;
 - One-to-one conversations held over the phone or face to face and discussions via email;
 - Facilitated group discussions;
 - Drop-in sessions across the borough, for example on housing estates, in public libraries, and in leisure centres;
 - Events organised in partnership with key community groups, including the Dedicated Service Steering group, the Lancaster West Residents Association, Al Manaar Muslim Cultural Heritage Centre, Midaye, and the Wall of Truth.
- Figure 1 shows the location of some of the drop-ins, facilitated discussions and other events.
- We are aware some groups are less likely to engage with consultations and we reached out to them directly: for children and young people, we engaged with the Youth Council and the Dedicated Service Youth Forum and approached schools to reach young people. We also contacted cultural and faith or religious groups to ensure we heard from as diverse a range of people as possible.
- The conversation was widely advertised via a broad range of channels such as emails, flyers, WhatsApp messages, electronic noticeboards, articles in key publications and others.
- We have also asked key partners, including residents' groups and local organisations to help us promote the conversation, acknowledging that they are able to reach people that the Council is not.

Fig. 1 - Engagement across the borough

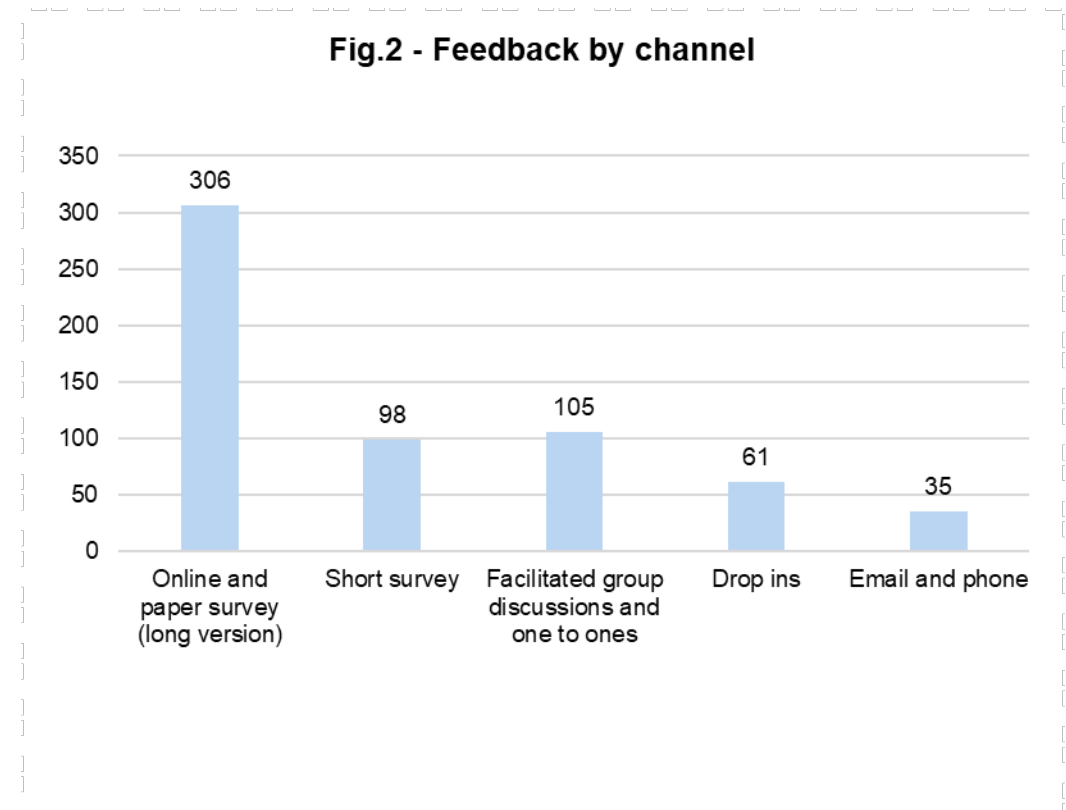


- Facilitated group discussions
- Drop ins



How many people took part in the conversation?

- Between August and December 2022, we heard from **605** bereaved, survivors and residents.
 - **67%** respondents completed a survey
 - **27%** took part in a group discussion, a one to one or a drop in;
 - **6%** gave feedback over the phone or by email
- Figure 2 summarises the number of people who fed back via different channels.
- We are extremely grateful that so many people engaged with this conversation. We know that some people had reservations about taking part, either because they did not feel ready to engage, were sceptical about the conversation leading to change or because they had not been directly impacted by Grenfell and were unsure about sharing their views about the lessons from the tragedy.
- Approximately a third (**201**) of the people who completed the survey or took part in group discussions told us they wanted to be kept informed about the conversation. We are making sure we send them regular information on the progress of the conversation.
- We also spoke to a further 18 people through the group discussions we held in February 2023 to share and test the key findings with residents and hear further feedback.



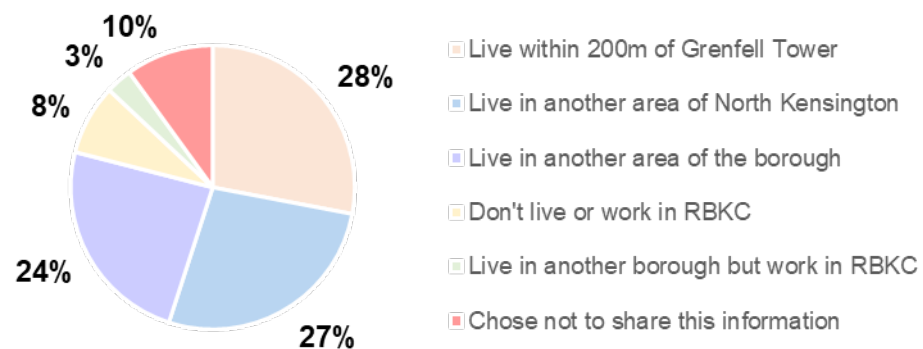
Who responded to the survey

- The long and short surveys enabled us to gather information about who was responding to the conversation, including where they lived in the borough and information about their gender, ethnicity and connection with Grenfell. Table 1 shows how this information was collected.
- Of the **404** individuals who completed the long or short survey,
 - 62%** respondents are female, **29%** are male, and **1%** chose to self-identify in a different way and **8%** did not to disclose their gender
 - 17%** are bereaved, survivors or former residents of Grenfell Walk and **53%** identified as 'local residents'
 - 28%** live within 200m of Grenfell Tower, **27%** live in North Kensington, **24%** live in another area of RBKC and **11%** live out of borough. Most of these are survivors who now live in a neighbouring borough or individuals who have been placed in temporary accommodation by the Council
 - 52%** identified as White / White British, **14%** as Other Ethnic group, **12%** as Black / Black British, **7%** as Asian / Asian British and **5%** as Mixed / Multiple Ethnic groups

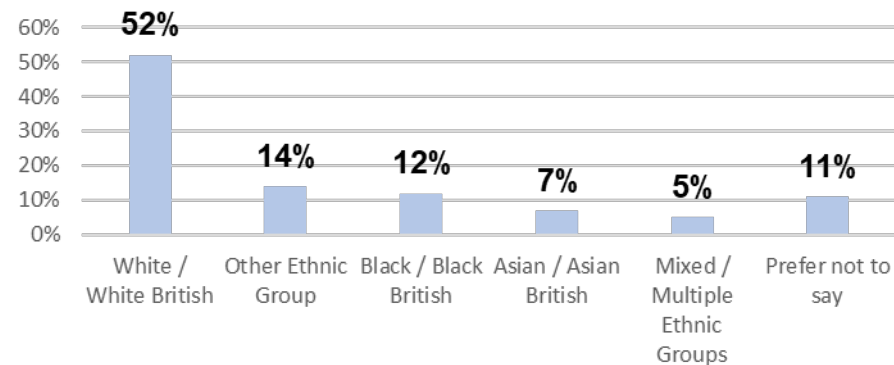
Table 1 - Profile information collected by channel

	Long survey	Short survey	Group discussions
Gender	X	X	
Age	X		
Ethnicity	X	X	
Disability	X		
Language	X		
Where they live	X	X	
Connection with Grenfell	X	X	
Want to be kept informed	X	X	X

Where survey respondents live

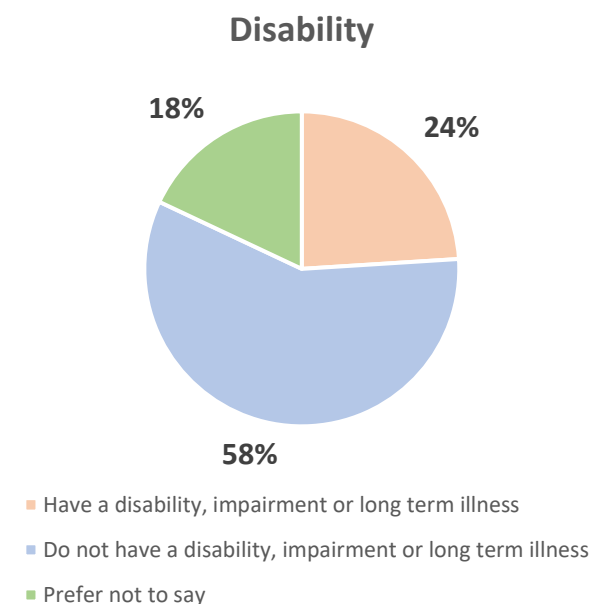
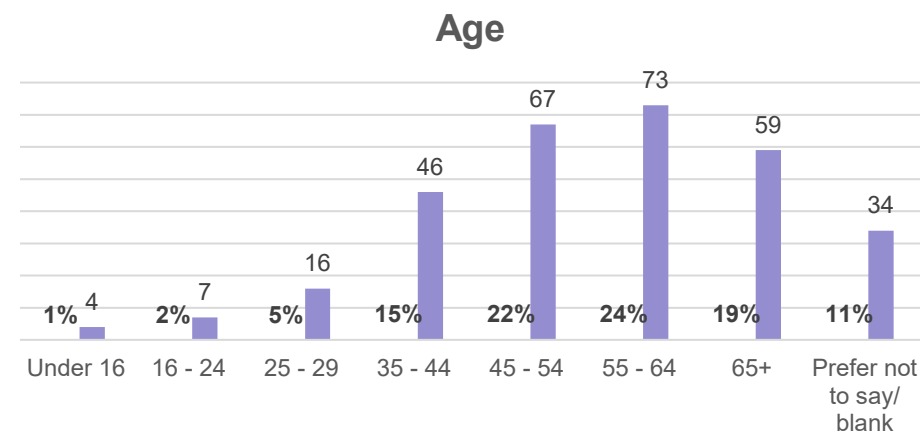


Ethnicity



Who responded to the survey

- Only the individuals who completed the long survey were asked about their age, disability or first language.
- Of the **306** individuals who completed the long survey,
 - **61%** are aged between 35 and 64 and **19%** are above 65
 - **58%** reported not having a disability, impairment or long-term illness and **24%** told us they had one
- 289 respondents shared information about their first language and **85%** of them told us English was their first language. The top 5 languages spoken by respondents who do not have English as their first language are:
 - Arabic
 - French
 - Portuguese
 - Spanish
 - Italian



Findings from the quantitative analysis

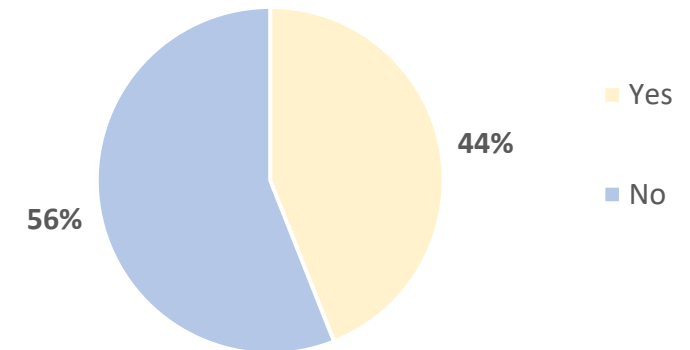
Key findings

- The feedback from the conversation was wide-ranging and has touched on virtually every service that the Council delivers. Some of the responses focused on what the Council does but many respondents also focused on how it feels to interact with the Council, how we interact with residents and engage with communities.
- The feedback was challenging and demonstrates the scale of the change that people feel is needed and the depth of feeling about change after Grenfell.
- Although some respondents told us that they felt that important changes have been made at the Council and that the organisation is doing things differently, the majority of respondents think the Council has not changed for the better and it was clear that people feel there is a long way to go.
- The majority of questions invited open-ended 'free text' feedback which required detailed qualitative analysis. However, two questions that were asked through the survey have enabled us to do more quantitative analysis, the first about whether residents feel the Council has changed since Grenfell and the second about the areas the organisation needs to focus on to change for the better in light of the tragedy.

Reflecting on the last five years, do you think the Council has changed since Grenfell?

- Out of the 404 individuals who completed the long or short survey, **395** answered this question and **56%** of them told us the Council had not changed since Grenfell.
- Respondents were invited to expand on their answer and their comments give a nuanced picture of respondents' perceptions:
 - Some people who told us the Council hadn't changed acknowledged that there had been some change in certain areas but were frustrated by the lack of progress in others
 - Others felt the Council had changed since the tragedy but not always for the better
 - A significant number of people answered 'Yes' or 'No' but felt that the real answer lay somewhere in between.
- As several residents pointed out, a question about whether the Council had improved, remained the same or deteriorated would have provided more precise insights into perceptions of change at the Council.
- If we adjust the results to take into account the nuances above, **62%** feel the Council has either not changed or changed for the worse.

Reflecting on the last five years, do you think the Council has changed since Grenfell?
Based on 395 responses



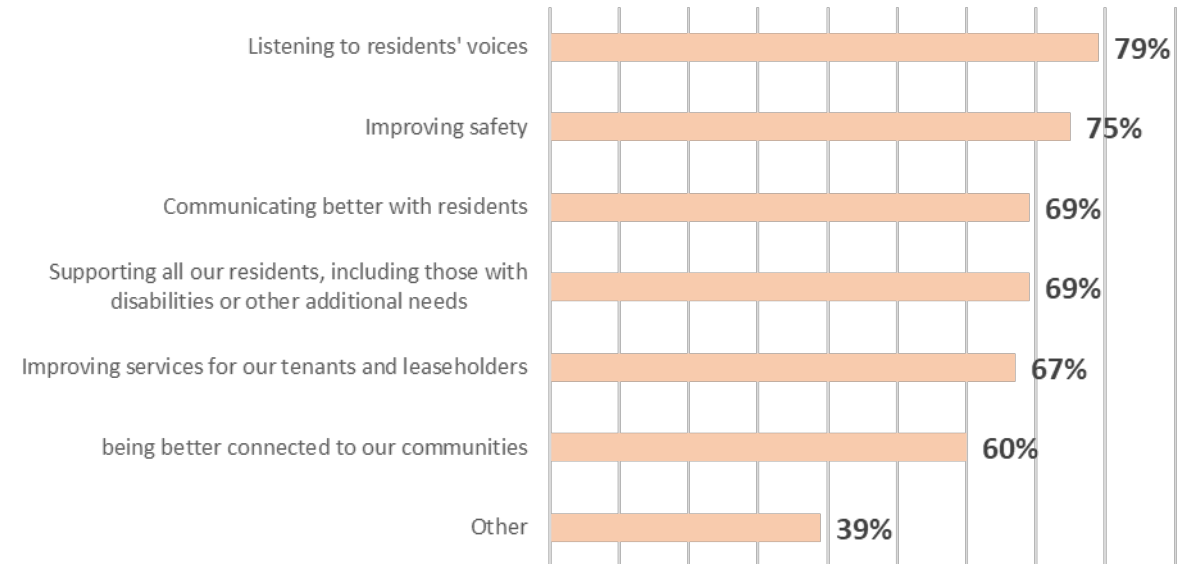
Key findings

- Alongside the question about change at the Council, we also asked residents **which areas the Council needed to focus on in light of Grenfell to ‘become the best’ for all our communities.**
- This question included an initial list of themes which bereaved, survivors and local residents had told us were important to them in earlier conversations and which community partners felt should be included, but respondents could also identify other themes that mattered to them.
- This question was answered by all **404** respondents who completed a long or short survey
- Everyone of the suggested areas of focus was considered important by a clear majority of the respondents, but the most important were ‘listening to residents’ voices (**79%**) and ‘improving safety’ (**75%**).

In light of Grenfell, which of the following areas do you think we need to focus on in order to become the best council for our communities?

(Tick all that apply)

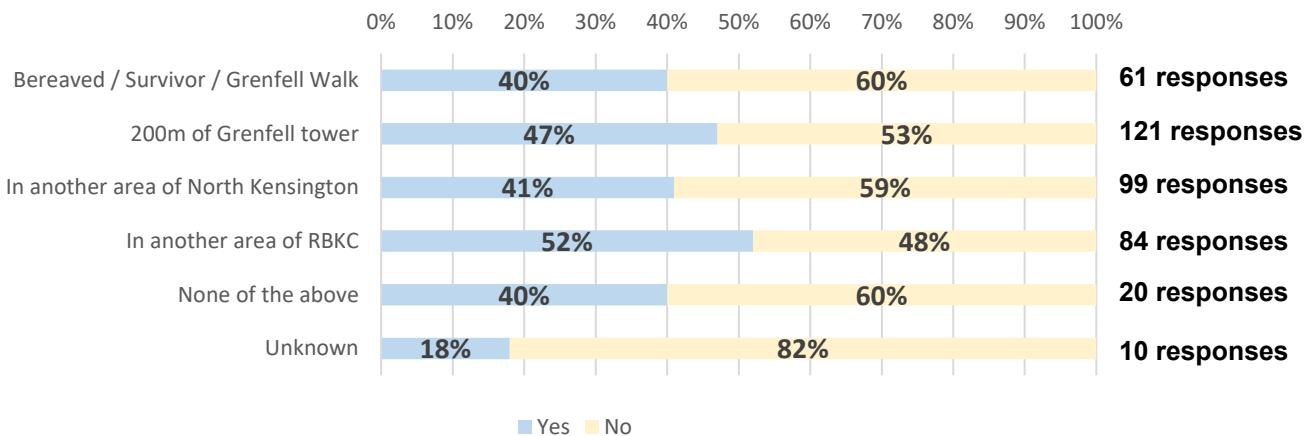
Based on 404 responses



Key findings by place

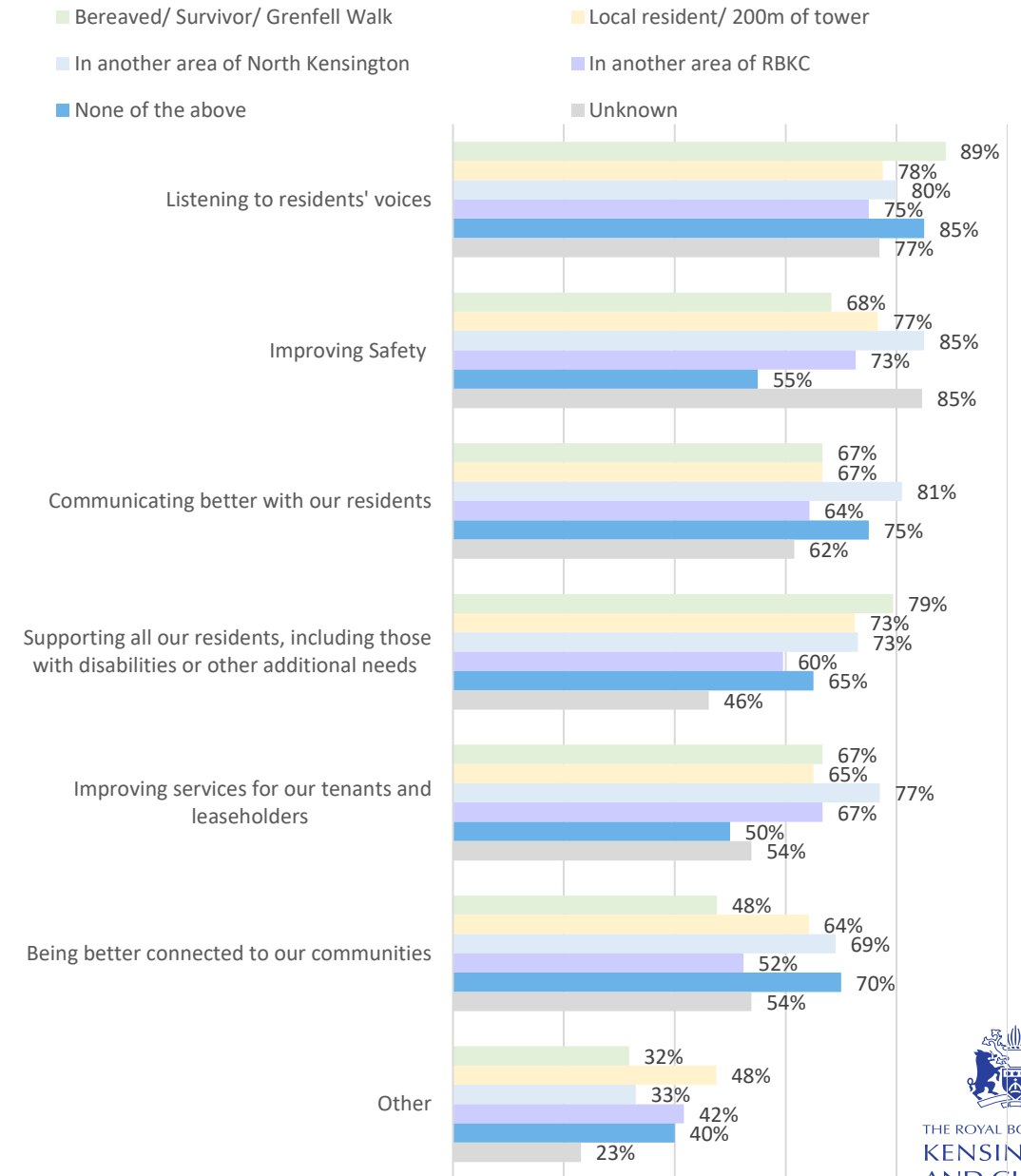
- The survey responses from bereaved, survivors and former residents of Grenfell Walk, people who live in North Kensington, in other areas of the borough or outside the borough (usually bereaved families or people placed by the Council in Temporary accommodation) were broadly consistent on the question of whether the council has changed since Grenfell.
- 60%** of bereaved, survivors and former Grenfell Walk residents told us the Council hasn't changed, compared to **53%** living within 200m of the Tower, **59%** living in other areas of North Kensington and **48%** living in another area of the borough.
- All residents felt that listening was important but it was particularly important to Bereaved, Survivors and Grenfell Walk residents, as was supporting all our residents, including those with disabilities or other additional needs
- Communication was particularly important to North Kensington residents.

Reflecting on the last five years, do you think the Council has changed since Grenfell?



In light of Grenfell, which of the following areas do you think we need to focus on in order to become the best council for our communities?

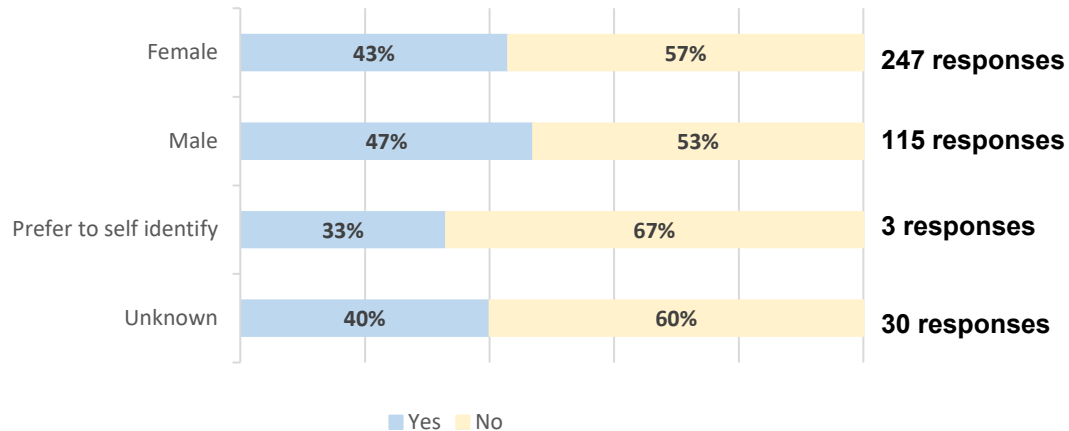
(Tick all that apply)



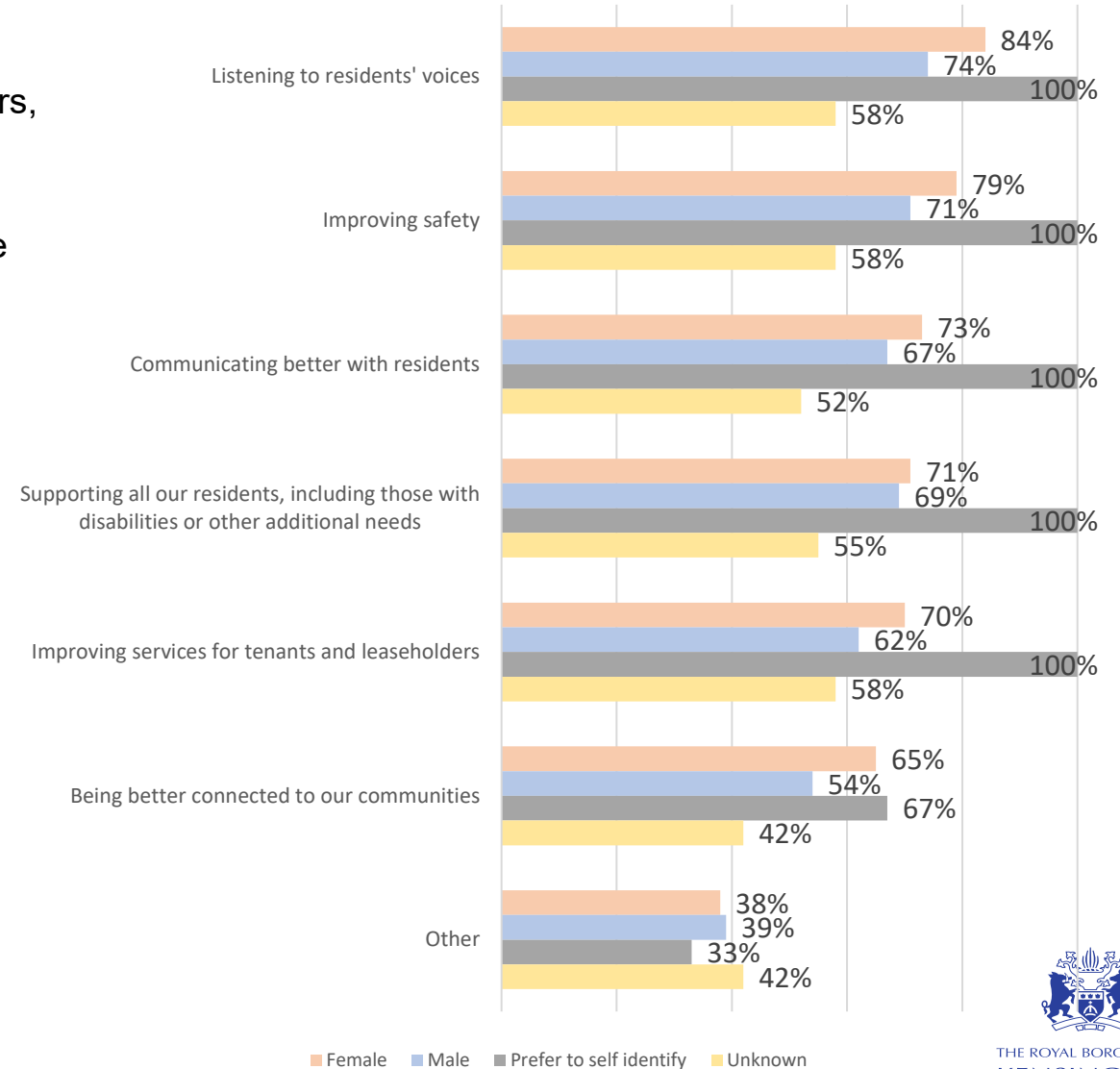
Key findings by gender

- Women represent **62%** of the survey respondents.
- When asked about whether the Council had changed in the last 5 years, **57%** women said there had been no change against **53%** for men.
- However, the differences in perceptions are more noticeable on the question about the areas the Council needs to focus on to become the best council for our communities, where generally women were more likely to think more of the areas were important.

Reflecting on the last five years, do you think the Council has changed since Grenfell?



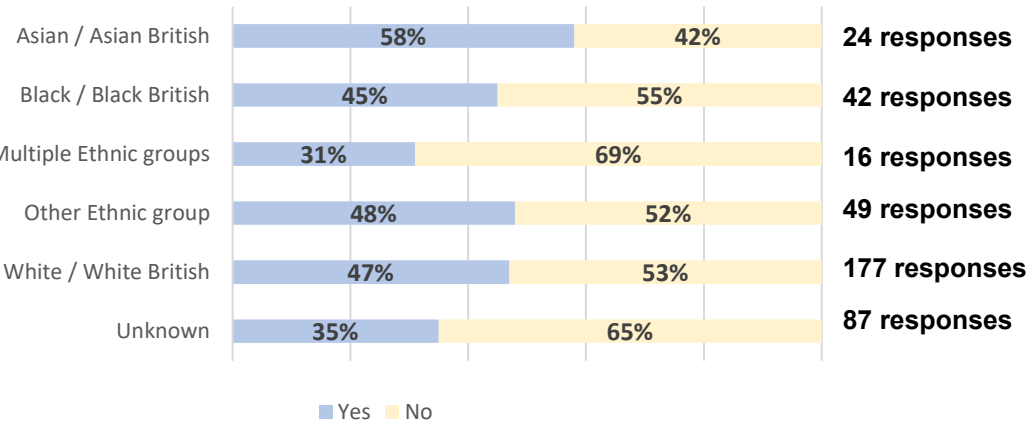
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(Tick all that apply)



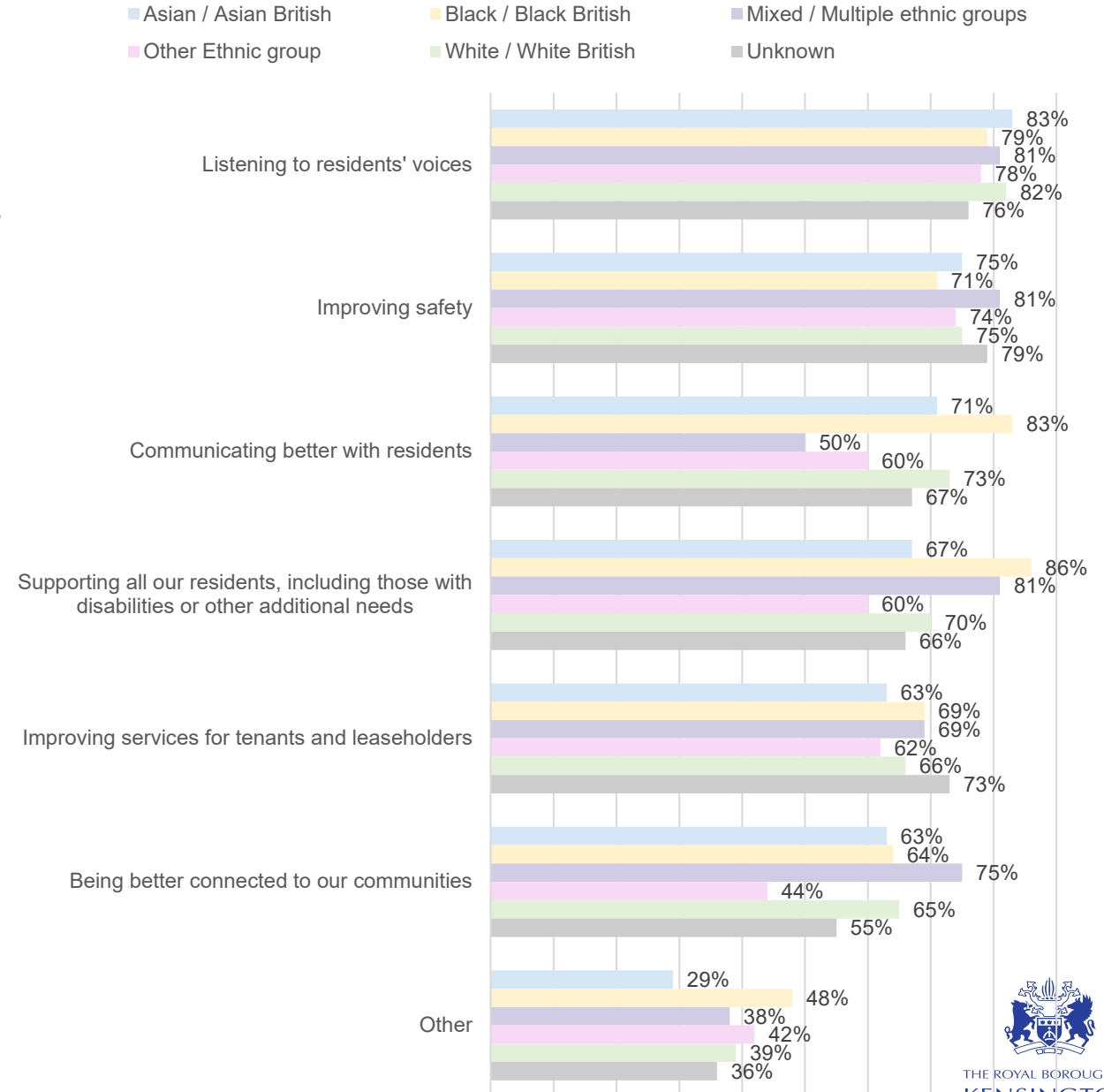
Key findings by ethnicity

- The 395 respondents to the question about change at the Council came from a range of different ethnic groups.
- Across all groups (except for Asian/Asian British), a majority of respondents told us that they did not feel the Council has changed.
- The chart on the right-hand side shows the percentage of people from different ethnic groups who chose specific themes.
- Across nearly all ethnicity groups, 'Listening to residents' voices' and 'Improving safety' came first.
- However, residents who identified as Black or Black British and Mixed or Multiple ethnic groups were more likely to select 'Supporting all our residents, including those with disabilities or other additional needs', suggesting a specific concern among these groups.

Reflecting on the last five years, do you think the Council has changed since Grenfell?



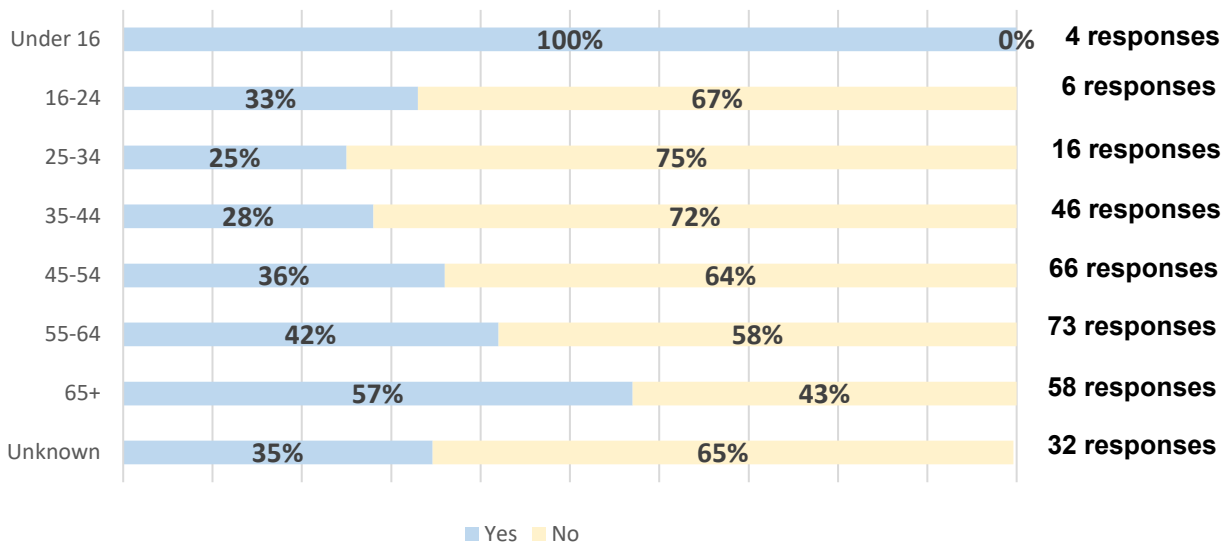
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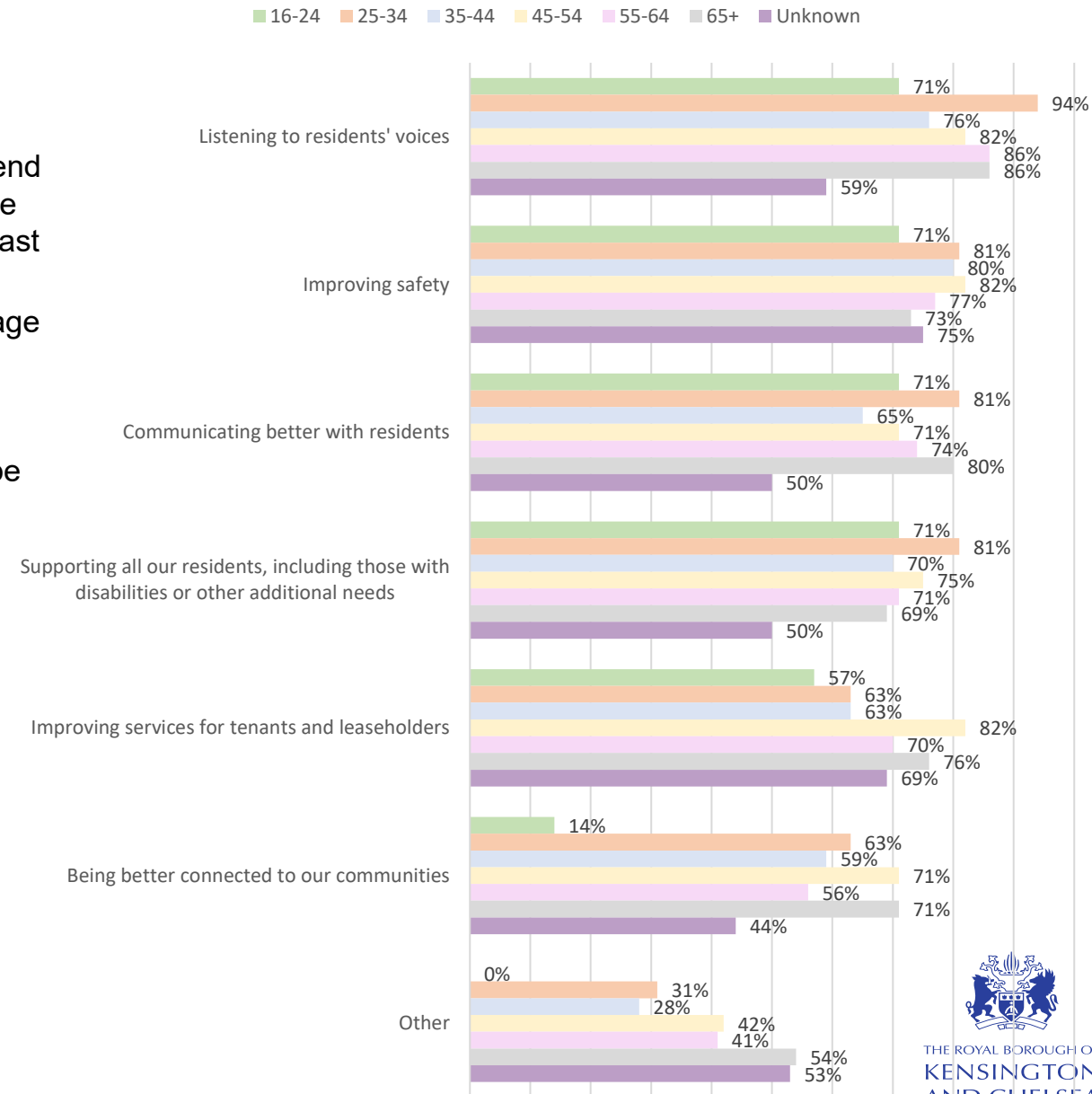
Key findings by age

- Out of the 306 respondents who took part in the long survey, the majority of respondents were over 35, with only 8% under 35.
- Therefore, we have concentrated on understanding the views of the 35+ age groups which are more statistically significant than younger age groups.
- The analysis of perceptions of change by age shows that respondents over 65 tend to be more positive than younger respondents. This group is actually the only one where a majority of individuals feel there has been change at the Council in the last 5 years (**57%** against **43%** for all respondents)
- The chart on the right-hand side shows the percentage of people from different age groups who chose specific themes.
 - People aged between 55 and 64 and people over 65 have prioritised 'Listening to residents' voices' over other areas
 - The area 'Improving services for our tenants and leaseholders' seems to be more important for older groups

By age



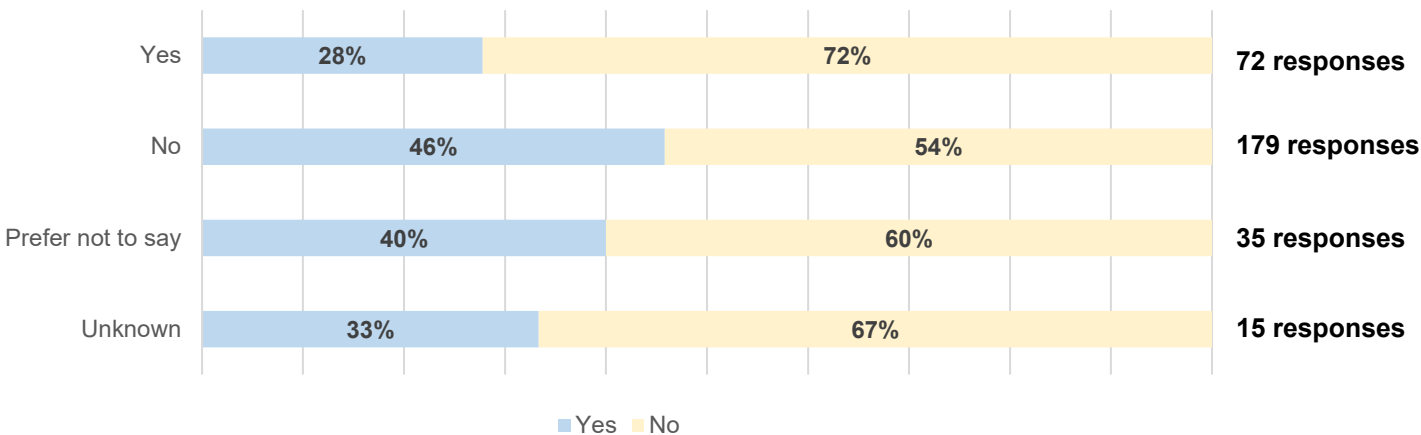
In light of Grenfell, which of the following areas do you think we need to focus on in order to become the best council for our communities? (Tick all that apply)



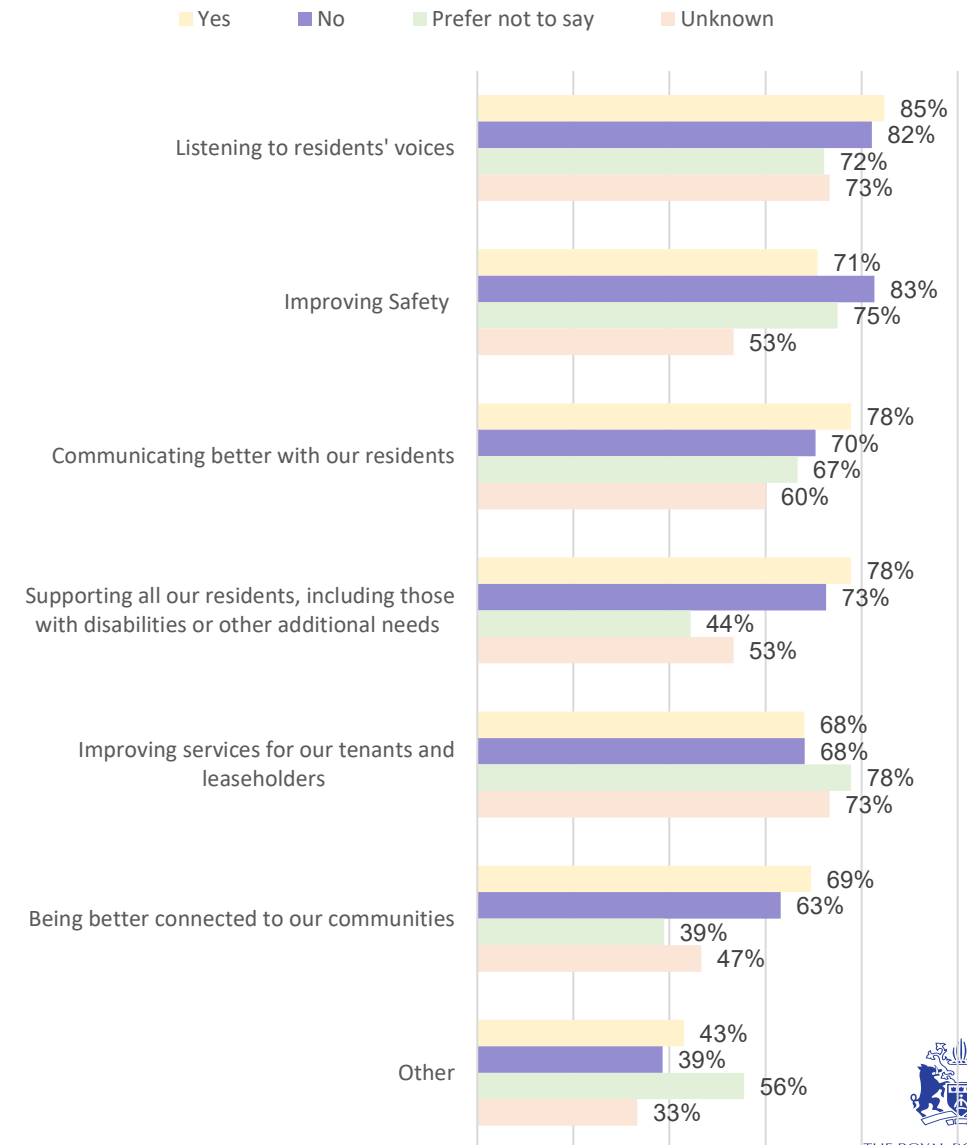
Key findings by disability

- Out of the 306 respondents who took part in the long survey, **28%** respondents told us they have a disability, impairment or long term illness.
- A very large majority (**72%**) of those respondents feel there has been no change at the Council since Grenfell, compared to **54%** who do not have a disability, impairment or long-term illness.
- Respondents who told us they have a disability, impairment or long term illness told us their number 1 area of focus was 'Listening to residents' voices' (selected by 85%) followed by 'Communicating better with our residents' and 'Supporting all our residents, including those with disabilities or other additional needs' (both selected by 78% respondents)
- The preferred areas of focus of respondents who told us they do not have a disability, impairment or long term illness are broadly similar: 'Improving safety' for 83%, 'Listening to residents' voices' for 82% and 'Supporting all our residents, including those with disabilities or other additional needs' for 73%.

Do you consider yourself to have a disability, impairment or long term illness that reduces your ability to carry out day-to-day activities?



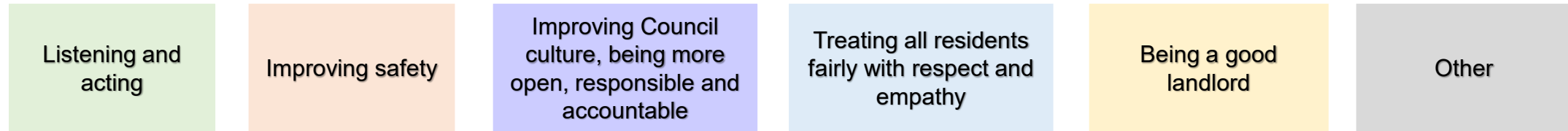
In light of Grenfell, which of the following areas do you think we need to focus on in order to become the best council for our communities? (Tick all that apply)



Qualitative analysis from the survey and group discussions

Analysing the qualitative feedback

- The survey, group discussions, drop-ins and one-to-one meetings generated a large amount of views and qualitative feedback from people. The short and long surveys alone, completed by 404 individuals, generated 3,219 comments.
- These comments were thoroughly reviewed question by question, and 5 themes emerged from this analysis. An 'Other' theme was used for comments that did not fit with one of these five. For the questions where Other was identified as a significant theme, we have provided some information to show what was captured under this theme.



- As the focus of the conversation was change at the Council, the themes have been worded to reflect what residents told us they wanted to see.
- Responses were reviewed several times to ensure they were categorised against the most relevant theme(s) and refined into sub themes, to allow a more in-depth understanding of the comments made (see next slide).
- Although consistent themes were used throughout the analysis, different questions elicited different kinds of responses:
 - Some of the more reflective questions asking respondents to give their views about the lessons from Grenfell or about whether they felt the Council had changed over the last 5 years generated critical views.
 - On the other hand, questions about what being the best Council means to people or about future areas of focus invited more forward looking comments about the change they would like to see.
- This survey and facilitated meetings analysis is presented for each question in the following slides, including for each question:
 - A breakdown of the answers by theme
 - The most common sub themes
 - A narrative about the views shared by participants.
- We were keen not to lose participants' tone of voice and often very powerful words, and have included a large number of quotes from the survey and discussions with residents.

Themes and sub-themes

Themes	Sub themes based on most common issues raised by respondents
Listening and acting	<ul style="list-style-type: none"> • Listening to residents more, taking concerns and complaints seriously and acting on them • Being responsive, always following through on commitments • Ensuring genuine resident engagement and open dialogue • Valuing residents' knowledge and experience of their home / area • Not having to wait for something to go wrong to address an issue. • Being proactive and responsive • Listening to all residents of the borough • Working in partnership with residents and involving them in decision making • Communicating decisions and actions to residents
Improving safety	<ul style="list-style-type: none"> • Involving, informing and responding to residents about safety • Improving building and estate maintenance, prioritising safety at all times • Improving fire safety, including prevention and ensuring information about fire safety • Ensuring robust selection and oversight of contractors. • Introducing better controls, regular inspections and safety checks. • Not going for the cheapest option. • Dealing with antisocial behaviour and safer streets/tackle Crime. • Considering safety when building or refurbishing homes (incl. high rise) • Ensuring compliance with legislation and recommendations
Improving Council culture, being more open, responsible and accountable	<ul style="list-style-type: none"> • Changing council culture so that we put residents first and treat people with care and compassion rather than suspicion • Ensuring staff have the right skills and knowledge and are connected to and understand the communities they work for • Taking responsibility • Being more transparent and honest • Learning more from residents and others • Addressing issues with staff turnover and improving recruitment • Acting with integrity

Themes	Sub themes based on most common issues raised by respondents
Treating all residents fairly with respect and empathy	<ul style="list-style-type: none"> • Treating all people fairly and equally, while understanding people's specific needs in order to tailor support to them. • Ensuring greater respect for people who live in social housing • Treating residents with greater care, compassion, empathy and respect • Tackling racism and ensuring services are accessible • Addressing inequalities between rich and poor in the borough • Ensuring residents who live in social housing and TA feel the full benefit of the Council's services • Providing more support, advice and opportunities to everyone, regardless of who they are and where they live • Ensuring more inclusive and accessible communication, using a broad range of methods • Making sure the Council is more representative of the communities it serves • Improving accessibility of spaces in the borough • Supporting the most vulnerable
Being a good landlord	<ul style="list-style-type: none"> • Dealing with repairs more effectively, improving the service and getting it right first time • Taking better care of people's homes. • Not ignoring Housing Issues but recognising their importance and dealing with them straightaway • Addressing issues in Housing Needs, including overcrowding, standards in temporary accommodation and better advice on Housing options

For you, what is the most important lesson the Council should learn from the Grenfell tragedy? Can you tell us a bit more about what this means to you?

Key themes

Listening and Acting

Improving safety

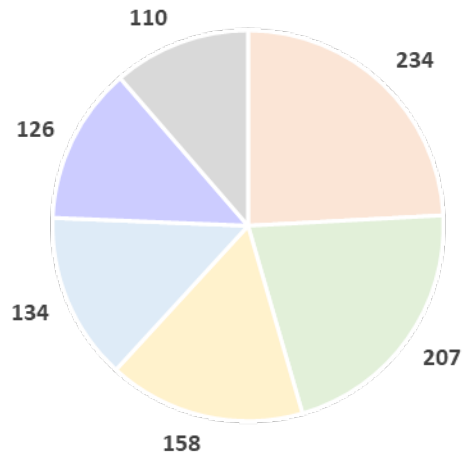
Improving Council culture, being more open, responsible and accountable

Treating all residents fairly with respect and empathy

Being a good landlord

Other

Lessons from Grenfell - Main themes



Most common sub themes mentioned

Listening to residents more, taking concerns and complaints seriously and acting on them

Not going for the cheapest option.

Improving fire safety, including prevention and ensuring information about fire safety

Not ignoring Housing Issues but recognising their importance and dealing with them straightaway

Taking responsibility

Dealing with repairs more effectively, improving the service and getting it right first time

Valuing residents' knowledge and experience of their home / area

These questions generated 597 answers, most of them focused on what the Council should do to learn the lessons from Grenfell and others being reflections about what led to the tragedy.

A few respondents said the council needs to do more to keep people safe, listen to residents or take a better care of tenants and leaseholders. These comments were only categorised at theme level.

Improving safety was the most frequently mentioned theme. Many respondents said they felt the Council prioritise safety, adopting a safety-first approach and putting the safety and wellbeing of residents above everything else. Cutting corners and cost savings were often mentioned as the cause for the fire and some respondents shared ideas about the changes they would like to see in relation to the materials used, other fire safety measures, oversight of contractors and information to residents about health and safety.

Listening and acting was identified as the second most important lesson from Grenfell and many respondents said that the tragedy was caused by a failure to listen to tenants and leaseholders when they raised safety concerns. Moving forward the Council needs to listen better to residents and recognise they know their homes and neighbourhoods best and do more to value local knowledge and expertise.

Being a good landlord was an important area of focus. For many respondents, listening was central to providing good housing services, together with dealing effectively with repairs and maintenance of Council homes. Grenfell was seen by many as a failure to take good care of people's homes.

Respondents often felt that unfair treatment, discrimination and a lack of consideration for people who live in social housing were the root cause for this failure to listen and to put residents' safety first. **Treating all residents fairly with respect and empathy** was therefore another key lesson from the tragedy.

Many respondents have also commented on the need **to improve the Council's culture**, and more specifically on the need for there need to be greater accountability and for the Council to take responsibility for its role in the tragedy.

Due to the open nature of these questions, a significant proportion of comments related to other themes, mainly about the need for justice and the ongoing and very painful impact of the tragedy more than 5 years after the fire. These themes are covered in greater detail in Slide 39.

Key themes

Listening and Acting

Improving safety

Improving Council culture, being more open, responsible and accountable

Treating all residents fairly with respect and empathy

Being a good landlord

Other

The council should have listened to the residents concerns before the fire (and there were many reported).

Cost cutting and a disregard of clear warnings from residents led directly to 72 people's deaths.

Better Fire Control - Modern Equipments to detect the fire before it happens.

Safety first. The residents knew best

Prison for those responsible. No lesson is learnt until this happens.

Get justice for those who lost their lives

The tragedy of Grenfell is that residents were organised, engaged with the TMO and RBKC over many years and they were not listened to

Take reports and complaints seriously = listen to residents' and tenants' voices

...That the council is inherently biased against the poor in the borough and it was this attitude that fed the flame of the fire

Don't clad buildings that were built to successfully survive fire. Have proper fire escapes which are kept clear and listen to residents worries

This means a lot to me as I lost close family friends and this still affects me on a daily basis.

Pay more attention to residents concerns and their experiences of living in Council run estates.

Q1 – For you, what is the most important lesson the Council should learn from the Grenfell tragedy? Q2 – Can you tell us a bit more about what this means to you?

To value the lives of all its residents equally.

Listen to the residents and make RBKC a decent place to live not just for the rich

To respect their tenants and not regard them as the dumb poor

RBKC should keep in mind, that we are human beings and deserve to be treated with respect. Just because it is social housing, that doesn't mean any of the tenants should be treated like second class citizens.

To take responsibility - to apologise fully and generously, and to never let cost cutting put the lives of minoritised residents at risk again

It means respecting people, rather than dismissing them ... I, like many others, can't help but believing that this lack of earnestness has to do with the low socio-economic background of the tenants, and the fact that the majority of them is from non-white, non-British ethnic backgrounds: in other words, I see a component of snobbishness, and perhaps some unconscious bias, in the failure to effect those repairs in a timely manner.

Not to ignore reported repairs. Ensure jobs are completed accurately and efficiently so that they will not need redoing.

The lack of ownership of the failings concerning the regulation and maintenance of the Grenfell Tower block is truly shocking. Passing the buck is not acceptable.

To keep maintenance up to date. Regular building inspections.

Housing and repairs are the most important thing.

I want the Council to feel sorry for what happened and to recognise what we have lost.

The council should take more responsibility and not just outsource everything

Facilitated discussions

Key themes

Listening and Acting

Improving safety

Improving Council culture, being more open, responsible and accountable

Treating all residents fairly with respect and empathy

Being a good landlord

Other

- Group discussions and one to one conversations were conducted in various locations across the borough: Kensington Town Hall, Chelsea Old Town Hall, Worlds End Club Room, Al Manaar Muslim Cultural Heritage Centre, Midaye, Venture Centre, Lancaster West RA and Wall of Truth. They were attended by 105 people in total.
- The group discussions were articulated around the three core questions of the survey
 - What is the most important lesson the Council should learn from Grenfell?
 - Do you think the Council has changed in the last 5 years?
 - What areas should we focus on to become the best Council?
- The one to one conversations were more informal but led to rich feedback which has also been reflected in some of the quotes below.

What is the most important lesson the Council should learn from Grenfell?

The answers given by the people who participated in the meetings align very closely with the survey feedback:

- **Listening and acting** came out as the top theme with people saying that Grenfell happened because people's concerns and complaints were not listened to.
- **Improving safety** was another lesson from Grenfell with several comments about the need for better evacuation plans and procedures, and improved controls, inspections and safety checks.

Residents' knowledge of their block and the area was overlooked and their complaints ignored

People in social housing need to be considered and treated with respect. People in social housing are poorly considered which explains the different construction standards

Building safety is very important and all tall buildings should have effective escape routes.

Grenfell happened because the council is not aware of or on top of its Housing stock. RBKC don't know what needs to be repaired, what's safe and unsafe and don't listen to their tenants when they raise issues around repairs.

Listening to the community is vital – the fire could have been avoided if the Council

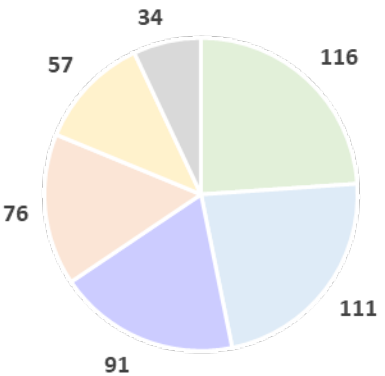
Council should always be listening, not just when consulting

Safety equipment were not tested or checked enough by the London Fire Brigade or RBKC

Survey feedback

The Council is committed to meeting the challenge to be the best for our communities in light of Grenfell. What does being the best Council in light of Grenfell mean to you?

What being the best for our communities in light of Grenfell mean - Main themes



Most common sub themes

- Listening to residents more, taking concerns and complaints seriously and acting on them
- Treating residents with greater care, compassion, empathy and respect
- Changing council culture so that we put residents first
- Ensuring staff have the right skills and knowledge and are connected to and understand the communities they work for
- Being responsive, always following through on commitments
- Being more transparent and honest
- Supporting the most vulnerable
- Treating all people fairly and equally, while understanding people's specific needs in order to tailor support to them.
- Taking responsibility
- Not going for the cheapest option

Key themes

Listening and Acting	Improving safety	Improving Council culture, being more open, responsible and accountable	Treating all residents fairly with respect and empathy	Being a good landlord	Other
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- When asked what being the best in light of Grenfell meant to residents a **majority of 116 respondents** associated being the best with **listening and acting** and it was the top theme raised overall. Respondents were clear that taking complaints seriously, not dismissing their concerns as well as showing action is being taken is the key to being the best.
- There is also a strong belief by residents (**111 respondents**) that being the best is very much linked with the way the Council **treats** residents and how it makes them **feel**. Residents specifically mention that the best Council would be **kind, compassionate, see them as a human beings first** and give them basic respect. Comments regarding this issue are particularly powerful as they illustrate the importance of the Council's contact with residents and how it can affect their emotions and wellbeing.
- There were several issues raised in relation to the **culture and ways of working within the Council (91 respondents)**. Respondents told us that the best council would have a culture of **putting residents first** and said that staff should have the right skills and knowledge and understand the communities they work for. Residents want the Council to have a deep rooted understanding that they **serve the people of the borough** who are the main priority. On top of this they want staff to be pro-active, present in the community and have a good understanding of residents' needs. Other factors raised around culture were being **more transparent, honest and taking responsibility**.
- Some respondents were critical of the question and of the term "the best" and expressed that it sounded like the Council was in competition with others rather than focusing on the challenge at hand. Others commented that the phrase was not sufficiently specific or meaningless and that the Council should instead strive to be a "better Council" or an "honest and fair" one.

Key themes

Listening and Acting

Improving safety

Improving Council culture, being more open, responsible and accountable

Treating all residents fairly with respect and empathy

Being a good landlord

Other

Listen to your community, do not disregard concerns, otherwise trust will never be rebuilt

Listening to your residents concerns and not dismissing them

Very little

It means you are hiding behind corporate speak

It might be wise by striving to be a better council

Being the best council doesn't feel like the right label. We need to think of different ways of putting this, like being a honest or fair council

A good Council is one that puts people first, people are the priority

It would mean taking complaints seriously.

Stopping the use odd meaningless phrases like "the best Council" and listening properly instead

The Council must realise they are working for the people of the borough

Reliable, active and present on properties

The Council is committed to meeting the challenge to be the best for our communities in light of Grenfell. What does being the best Council in light of Grenfell mean to you?

Show individuals more curtesy and understanding

Know your community, engage with your community, make site visits and get to know the people you serve

It would be the kindest, most compassionate Council in Europe

To be treated with respect which rarely happens

Not letting people down by operating an uncaring approach, no mechanical responses please

Committing to ensuring no child in this borough grows up in a home that is overcrowded, damp or unsafe

A good Council is one that puts people first, people are the priority

Caring for humanity

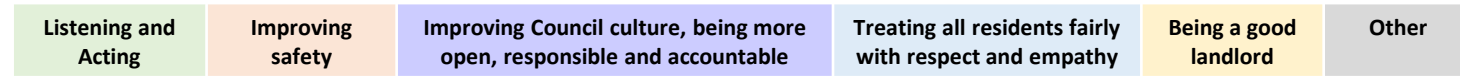
See a person first as a human being

Survey feedback

In light of Grenfell, which of the following areas do you think we need to focus on in order to become the best Council for our communities?



Key themes



Listening to residents' voices was the most popular option for respondents when asked which area the Council should focus on. For the vast majority of residents who ticked this option, doing the right thing means listening to residents more, taking concerns and complaints seriously and acting on them.

There was a real frustration in the responses at a lack of action in response to what residents are telling the Council. Some don't see evidence of the Council listening at all, but of those who do see some evidence, many people feel that no action is taken and residents are left feeling let down and angry. This is particularly palpable when respondents spoke about safety concerns being ignored or taking far too long to be addressed. Being more responsive and following through on commitments was another common theme in this area of focus.

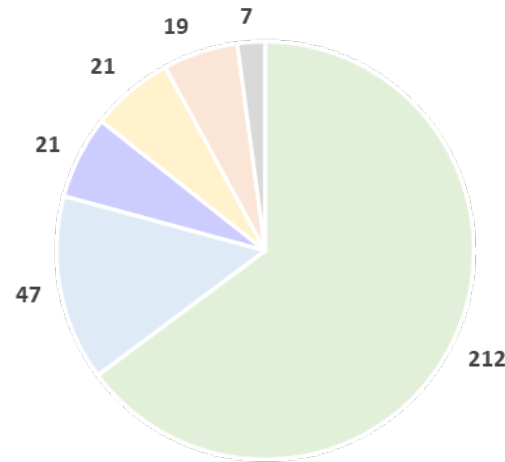
Of importance too is more genuine resident engagement and open dialogue, including providing more forums and holding more meetings for residents to speak to Council officers, particularly senior officers and leaders. Linked to this, residents felt that the Council should do more to value their knowledge and experience of their home or area building an open two-way dialogue between residents and the Council.

Not just listening but responding to residents' concerns

We the residents tend to know what is needed

Speak to us and hear what we say, stop acting like we haven't asked so things or haven't mentioned things. Stop turning a 'blind eye'

Listening to residents' voices as an area of focus - Main themes



Most common sub themes

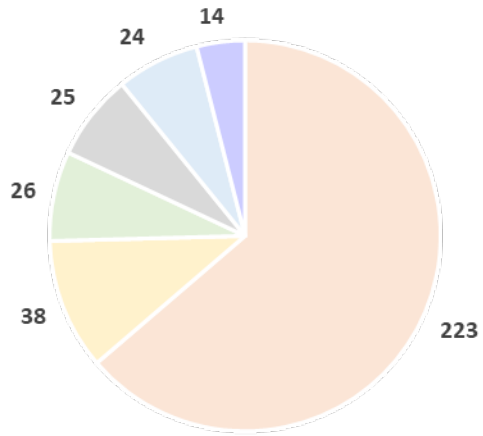
- Listening to residents more, taking concerns and complaints seriously and acting on them
- Ensuring genuine resident engagement and open dialogue
- Being responsive, always following through on commitments
- Treating residents with greater care, compassion, empathy and respect
- Ensuring staff have the right skills and knowledge and are connected to and understand the communities they work for
- Valuing residents' knowledge and experience of their home / area
- Listening to all residents of the borough
- Working in partnership with residents and involving them in decision making

Survey feedback

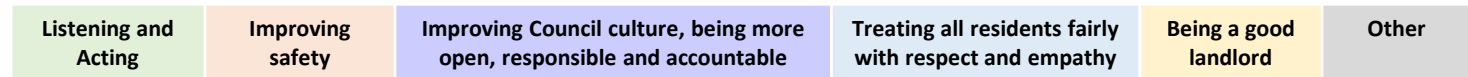
In light of Grenfell, which of the following areas do you think we need to focus on in order to become the best Council for our communities?

Improving Safety 75%

Improving safety as an area of focus - Main themes



Key themes



Improving safety was the second most popular area of focus, selected by 75% of respondents. There were some common themes about dealing with anti-social behaviour, making the streets safer, ensuring regular inspections and more safety checks and improving fire safety and other themes that were linked to other issues, including listening to residents concerns, taking care of people's homes and ensuring a proactive approach when residents raise safety issues.

Respondents felt that improving building maintenance and ensuring repairs were completed quickly the first time around would help residents to feel safer. A number of respondents specifically raised issues with lifts in Council buildings, how these are often broken and not fixed quickly or effectively. This has clear safety implications and makes the most vulnerable residents feel even more vulnerable.

They also often spoke about complying with legislation and safety recommendations as way of improving safety and not going for the cheapest option, and ensuring evacuation and emergency plans are in place for residents.

Most common sub themes

- Dealing with antisocial behaviour and safer streets/tackle Crime.
- Introducing better controls, regular inspections and safety checks.
- Improving fire safety, including prevention and ensuring information about fire safety
- Ensuring compliance with legislation and recommendations
- Improving building and estate maintenance, prioritising safety at all times
- Not going for the cheapest option.
- Taking better care of people's homes
- Dealing with repairs more effectively, improving the service and getting it right first time
- Involving, informing and responding to residents about safety

Safety is priority over cost

Knowing, visiting, spending time in the buildings you are responsible for and then doing something about the safety issues there

Listening to tenants concerns around fire hazards and safety

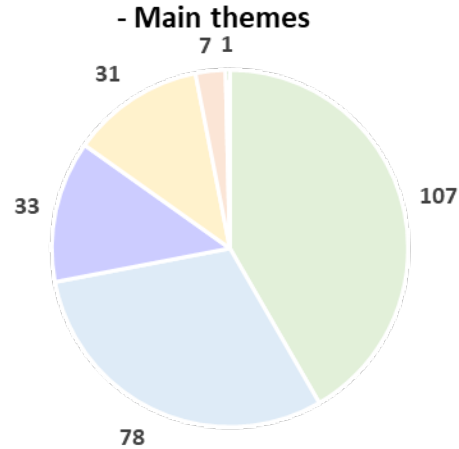
Survey feedback

In light of Grenfell, which of the following areas do you think we need to focus on in order to become the best Council for our communities?

Communicating better with our residents 69%

Communicating better with residents as an area of focus

Key themes



Most common sub themes

Listening to residents more, taking concerns and complaints seriously and acting on them

Ensuring genuine resident engagement and open dialogue

Being responsive, always following through on commitments

Ensuring more inclusive and accessible communication, using a broad range of methods

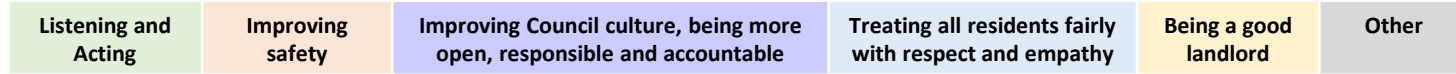
Ensuring more inclusive and accessible communication, using a broad range of methods

Not going for the cheapest option.

Communicating decisions and actions to residents

Not ignoring Housing Issues but recognising their importance and dealing with them straightaway

Ensuring staff have the right skills and knowledge and are connected to and understand the communities they work for



Communicating better with our residents was selected by over two thirds of respondents. Here, residents covered a range of themes from specific feedback about improving communication to the more cross-cutting themes about listening and acting and doing more genuine resident engagement.

Listening more, not ignoring people's concerns and acting on them was again a very common theme within this area of focus too, as it was across the survey. In this context, residents spoke about communication being a two-way street, where residents are encouraged and easily able to speak to the Council about their issues and have confidence that those issues will be acted on. They also raised the common perception that a lot of Council engagement feels like a tick-box exercise and not like the Council is really listening to them or acting on what they say.

Using a broader range of communication methods and improving standards of communication also came up consistently. This included being more transparent and being honest about things that are going wrong, rather than only presenting good news. It also included doing more to reach people who are digitally excluded and engaging residents in different ways (beyond just surveys) - for example, by Council officers being more present in community settings and having a greater understanding and knowledge of the community they are there to serve. Making sure that communication is inclusive and accessible to all residents was also important to respondents.

The Council need to get into the local area more and be visible.

Most importantly, listening! Ensuring that communication does not become a box ticking exercise.

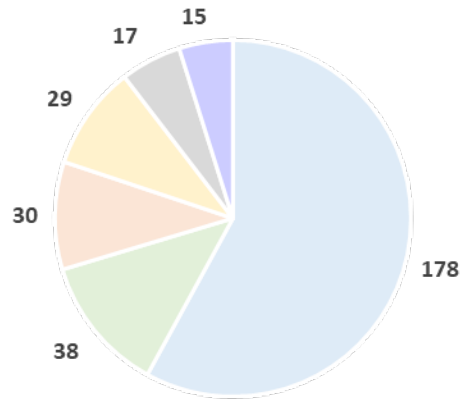
If staff say they will call back if they need to find information out that they do call back. It's extremely frustrating for tenants to continually chase up.

Survey feedback

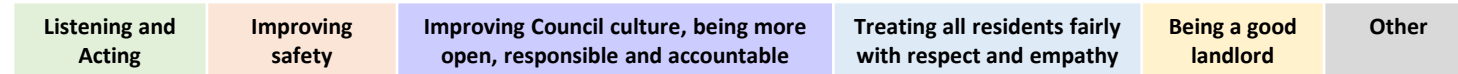
In light of Grenfell, which of the following areas do you think we need to focus on in order to become the best Council for our communities?

Supporting all our residents, including those with disabilities or other additional needs 69%

Supporting all our residents as an area of focus - Main themes



Key themes



Supporting all our residents, including those with disabilities or other additional needs was also selected by over two thirds of respondents. Here, the most common theme was improving the accessibility of spaces in the borough, from pavements to high rise blocks. Respondents often wrote about needing more accessible housing for people with disabilities, explicitly highlighting the safety issues associated with placing people with disabilities on higher floors, and the safety issues that arise when lifts are not maintained properly. Others said that pavements, local buildings and transport hubs need to be made more accessible, often people with disabilities feel that their journeys are made more onerous than they need to be.

Providing more support, advice and opportunities, especially for the most vulnerable was another theme that came up consistently in the feedback on this area of focus. This meant ensuring that those with disabilities and those who are vulnerable have access to the right support in the first place, prioritising them when making decisions their needs properly taken into account, more specialist support for people suffering from trauma and more mental health support.

Again, respondents spoke about the link with listening and acting in this context by making sure that everyone has a say in how their needs are addressed, Treating all residents with compassion and respect was also important to respondents, as was treating everyone fairly ensuring that people do not feel neglected or that their views aren't valued.

Most common sub themes

- Improving accessibility of spaces in the borough
- Providing more support, advice and opportunities to everyone, regardless of who they are and where they live
- Supporting the most vulnerable
- Treating residents with greater care, compassion, empathy and respect
- Listening to residents more, taking concerns and complaints seriously and acting on them
- Treating all people fairly and equally, while understanding people's specific needs in order to tailor support to them.
- Ensuring genuine resident engagement and open dialogue
- Dealing with repairs more effectively, improving the service and getting it right first time
- Evacuation and emergency plans

Providing the same safety services and respect that expensive private high-rise buildings are provided with

Improving facilities in all buildings to make life easier for residents with disabilities. Listening to the concerns of these residents and showing a willingness to meet their needs where possible and practicable.

Not housing people with disabilities in buildings from which they cannot be evacuated. Making sure that evacuation procedures are known and in place.

Survey feedback

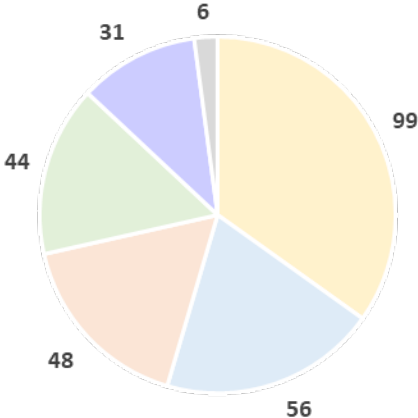
In light of Grenfell, which of the following areas do you think we need to focus on in order to become the best Council for our communities?

Improving services for our tenants and leaseholders 67%

Improving services for our tenants and leaseholders as area of focus - Main themes

Key themes

Listening and Acting	Improving safety	Improving Council culture, being more open, responsible and accountable	Treating all residents fairly with respect and empathy	Being a good landlord	Other
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Most common sub themes

- Dealing with repairs more effectively, improving the service and getting it right first time
- Listening to residents more, taking concerns and complaints seriously and acting on them
- Taking better care of people's homes.
- Treating residents with greater care, compassion, empathy and respect
- Being responsive, always following through on commitments
- Not ignoring Housing Issues but recognising their importance and dealing with them straightaway
- Ensuring staff have the right skills and knowledge and are connected to and understand the communities they work for
- Not going for the cheapest option
- Providing more support, advice and opportunities to everyone, regardless of who they are and where they live

Improving services for our tenants and leaseholders was selected as an area of focus for the Council by over two thirds of respondents. Repairs were a key issue and residents felt it was vital to ensure that they were completed quickly and right the first time. Respondents gave examples of repairs taking too long, a lack of communication with residents on progress or works having to be done again because they hadn't been carried out properly the first time.

Linked to this was the need to listen to concerns raised by residents at an early stage, ensuring they were addressed immediately, rather than waiting for them to become more serious issues, especially if concerns were raised about safety.

Respondents also spoke more generally about the need to maintain and take better care of people's homes and maintain them properly. They feel that Council officers need to care about the residents' homes as if they were their own. This would also translate into caring more for residents themselves, showing more empathy, compassion and respect when dealing with tenants and leaseholders.

Once again, listening and acting was a strong theme in this area of focus. Here, respondents expressed frustration at a lack of action when tenants and leaseholders report issues to the Council, only to be met with defensiveness or left feeling ignored or discriminated against because they were Council tenants. People felt strongly that Council officers should value the residents' knowledge of their home or their area, because they know them best.

Repairs and complaints take far too long to complete

Engage with tenants and leaseholders, do not treat them as being unworthy simply because they live in social housing

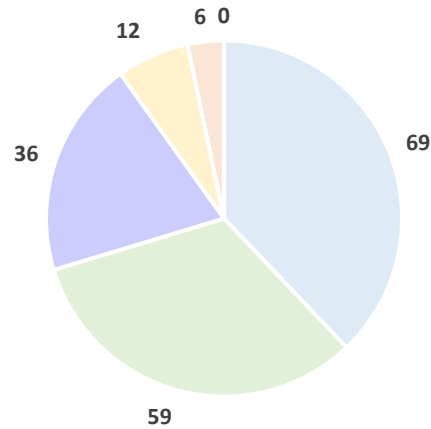
Be a good landlord. Care for your properties as if they were you own homes.

In light of Grenfell, which of the following areas do you think we need to focus on in order to become the best Council for our communities?

Being better connected to our communities  60%

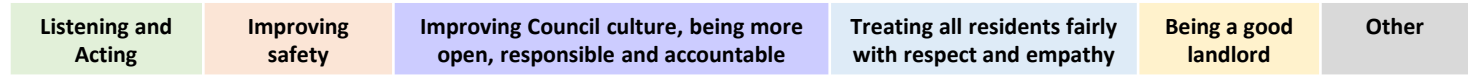
Being better connected to our communities as an area of focus - Main themes

Key themes



Most common sub themes

- Ensuring staff have the right skills and knowledge and are connected to and understand the communities they work for
- Ensuring genuine resident engagement and open dialogue
- Listening to residents more, taking concerns and complaints seriously and acting on them
- Treating residents with greater care, compassion, empathy and respect
- Ensuring more inclusive and accessible communication, using a broad range of methods
- Making sure the Council is more representative of the communities it serves
- Providing more support, advice and opportunities to everyone, regardless of who they are and where they live
- Supporting the most vulnerable
- Working in partnership with residents and involving them in decision making
- Treating all people fairly and equally, while understanding people's specific needs in order to tailor support to them.



Being better connected to our communities was selected by over half of all respondents. A strong theme in the comments was about staff and their connection to the area and the communities they are there to serve. Respondents spoke consistently about staff needing to more about the local area and the people by spending more time in the community and being more interested and engaged. In particular, people felt that spending more time on estates and in local community hubs would help understand the needs of the local residents better and thus allow them to act more effectively.

Listening and acting was a common theme in this area too. Here, respondents spoke about the importance of following through on what the Council hears from residents, making sure to update them on progress, whether good or bad, to ensure an ongoing dialogue.

In this area, residents spoke about doing much more to make the Council open to everyone and more representative of the communities it serves. This can be done through treating all residents fairly, and with compassion and empathy, through employing more local people and through making communication more inclusive for people whose first language is not English.

Getting out into communities and building relationships there.

Do what you say you will do.

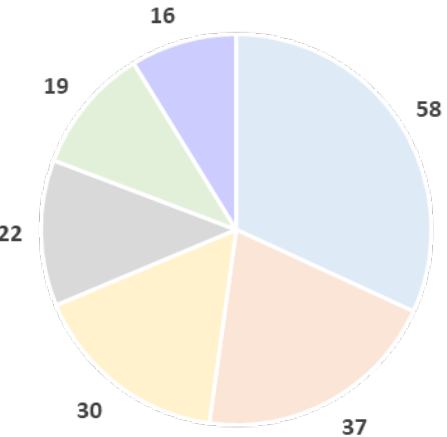
Know what is going on throughout the borough. CARE.

Survey feedback

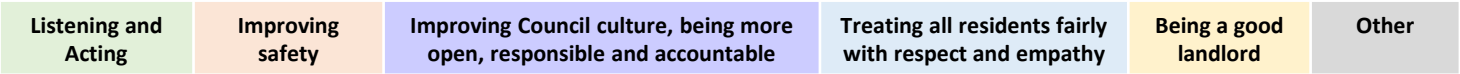
In light of Grenfell, which of the following areas do you think we need to focus on in order to become the best Council for our communities?

Other 39%

Other areas of focus - Main themes



Key themes



Most common sub themes

- Treating all people fairly and equally, while understanding people’s specific needs in order to tailor support to them.
- Improve building and estate maintenance
- Ensuring more inclusive and accessible communication, using a broad range of methods
- Taking better care of people’s homes.
- Dealing with antisocial behaviour and safer streets/tackle Crime
- Providing more support, advice and opportunities to everyone, regardless of who they are and where they live
- Addressing issues in Housing Needs, including overcrowding, standards in temporary accommodation and better advice on Housing o
- Supporting the most vulnerable
- Dealing with repairs more effectively, improving the service and getting it right first time
- Listening to residents more, taking concerns and complaints seriously and acting on them

A number of respondents also suggested **other** areas the Council should be focusing on in addition to the themes suggested.

Many respondents also used this opportunity to reiterate some of the points they made earlier in their answers, especially about improving building maintenance and making faster more effective repairs, both in the context of improving safety and being a good landlord. Again, listening and acting came up consistently, as did treating everyone in the borough the same, irrespective of background or what property they live in.

However, this also included other issues, such as tackling climate change, particularly in the context of the more extreme weather, including flooding, that has been seen in the borough recently. Residents want to see more and fairer access to parks and green spaces and more activities for the most vulnerable in society.

Council need to treat all members of the community with the respect and assistance they would expect for themselves if in same/similar circumstances.

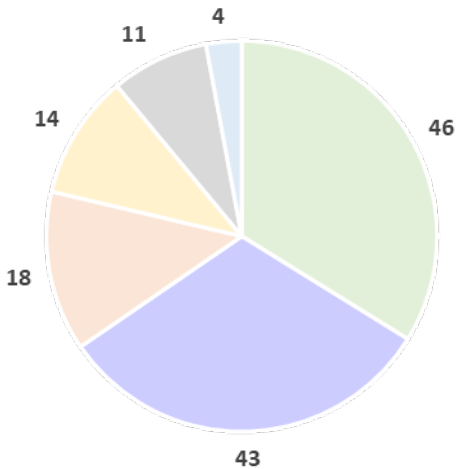
These are your properties! You need to fix them and make them safe.

Show that the council cares. About the residents, the properties, the community.

Survey feedback

How do you think the Council has changed since Grenfell?

Change at the Council - Main themes



Key themes

Listening and Acting	Improving safety	Improving Council culture, being more open, responsible and accountable	Treating all residents fairly with respect and empathy	Being a good landlord	Other
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Most common sub themes

- Changing council culture so that we put residents first and treat people with care and compassion rather than suspicion
- Improving fire safety, including prevention and ensuring information about fire safety
- Not having to wait for something to go wrong to address an issue.
- Being proactive and responsive
- Ensuring genuine resident engagement and open dialogue
- Listening to residents more, taking concerns and complaints seriously and acting on them
- Taking responsibility
- Ensuring staff have the right skills and knowledge and are connected to and understand the communities they work for
- Dealing with repairs more effectively, improving the service and getting it right first time
- Listening to all residents of the borough
- Not ignoring Housing Issues but recognising their importance and dealing with them straightaway

Respondents were initially asked whether or not the Council had changed since Grenfell. Of the 44% of people who ticked the option saying the Council has changed (174 people), people had different views about what had changed.

For those who said that it had changed, there was an overarching focus on how the Council not only communicates better with their residents, but how they follow up on what they have heard. There is a belief that there has been a shift, however some feel that this is only surface level and that the work being done is a purely result of the scrutiny they are under.

Individuals have noticed a shift in the Council's awareness regarding their role as public servants, and have felt like there are more occasions where the Council has demonstrated putting the residents first such as being more accessible to those who need it. The increasing number of fire alarm checks arranged by the Council has also been a welcomed change that individuals have reported seeing.

While the changes have been mainly positive, the vast majority have noted that though it is a step in the right direction, much more needs to be done.

I think they are realising that they serve the community, and that those with less deserve a much better service than has been provided.

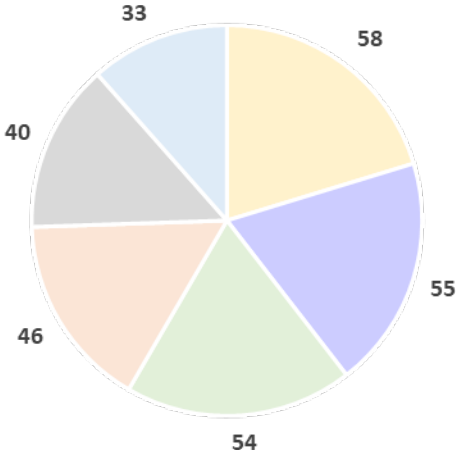
I think the Council has become more sensitive to fire safety and possibly is listening more but more proof of that needed.

I think (sadly) it takes loss of live and a tragedy for people to react and take positive action. Prevention is always better than cure

Survey feedback

Tell us more about why you feel the Council hasn't changed since Grenfell

Change at the Council - Main themes



Key themes

Listening and Acting	Improving safety	Improving Council culture, being more open, responsible and accountable	Treating all residents fairly with respect and empathy	Being a good landlord	Other
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Respondents were initially asked whether or not the Council had changed since Grenfell. Of the 56% of people who ticked the option saying the Council has not changed (221 respondents), people shared further feedback in several key areas.

There was a general sense of anger and frustration among the respondents, especially in relation to housing. Many are concerned about the lack of suitable housing options available, and the standards and maintenance of their current homes.

There were also many specific concerns raised about the disconnect between what the Council currently does to support residents and what residents expect the Council to do. Many feel unheard and ignored when issues are raised and feel that there is a lack of action when it comes to resolving issues in both housing and more broadly.

Most common sub themes

- Changing council culture so that we put residents first and treat people with care and compassion rather than suspicion
- Listening to residents more, taking concerns and complaints seriously and acting on them
- Addressing issues in Housing Needs, including overcrowding, standards in temporary accommodation and better advice on Housing o
- Being responsive, always following through on commitments
- Dealing with antisocial behaviour and safer streets/tackle Crime.
- Taking responsibility
- Dealing with repairs more effectively, improving the service and getting it right first time
- Ensuring more inclusive and accessible communication, using a broad range of methods
- Improving fire safety, including prevention and ensuring information about fire safety
- Taking better care of people's homes.

There is lots of talk of change but I have seen no evidence of this. Now we have slogans bounded around like, RBKC put residents at the heart of everything they do. This is simple not true and residents hate this kind of dishonest use of words. In fact it's extremely insulting.

I have been spoke to with utter contempt by certain RBKC staff, told I need to stop talking about Grenfell, told to get over it and move on. They have no understating the impact this has had on our community.

There seems to be a lot of talk and little action

We're just talking about but no actions are made to those who still live in council houses

It never does. It's all blah blah blah.

The council keeps building the same kind of high rise structures. No new green areas. More oriented towards real estate speculation than a real improvement in life quality

They still don't have adequate accommodation for each condition

Feedback from facilitated discussions

Do you think the Council has changed in the last 5 years?

Key themes

Listening and Acting

Improving safety

Improving Council culture, being more open, responsible and accountable

Treating all residents fairly with respect and empathy

Being a good landlord

Other

- Across the facilitated discussions and one to ones, participants tended to be unanimous in saying that overall the Council had not changed for the better, or had got worse.
- The themes emerging from this question in facilitated discussions and one to ones had a big focus on **Improving Council culture, being more open, responsible and accountable**, and elements of the Council's culture that need to improve to enable true change at the Council
 - Having competent staff who have a good knowledge of the area came as a prominent theme and several participants have commented on the negative impact of remote working in housing with officers feeling less connected to the area.
 - The need for greater transparency and accountability was also frequently mentioned.
- There were also a few comments about **Being a good landlord** and **Listening and acting**
- A small number of **positive examples** were provided by some participants such as improved partnership working between the Council and local organisations during Covid and more frequent consultations with residents. There was also an acknowledgement that the Council provides more support and activities than other local authorities, although it was noted these were not sufficiently promoted.

Lots of the staff have changed but the culture still needs to change.

There must be honesty and transparency about what the Council is doing and why.

There is a problem with staff and the culture of the council. Lack of communications between departments feels worse than during the TMO days. Siloes more entrenched due to lockdowns and staff feel less connected to the area. The communication between departments is poor, even when serious issues are reported.

The ability to scrutinise the Council has decreased following the review of scrutiny arrangements.

People don't feel listened to at present. The Council should work with us, not against us

The service was worse than the TMO. Poor customer service. Lack of empathy in the Housing Needs department. Difficult to change case officer

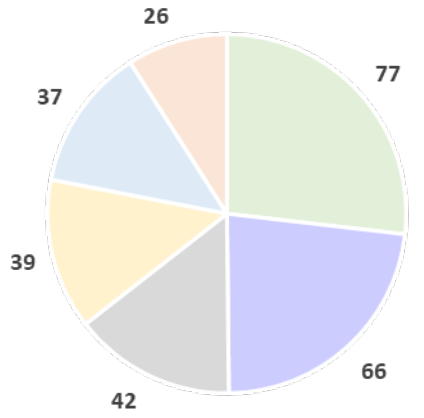
The Council does not hear what we say or does not act on what we say. It takes so long that it seems RBKC hopes we will forget about the issue. It takes too long to do things and residents have to battle for things

Resident engagement is tick box exercise. No feedback for months and then blanket answer. Worse than before Grenfell

Tenants are still not listened to and tragedies like Grenfell could happen again. This applies to all types of issues raised with the council including building safety issues or serious ASB issues.

Survey feedback

What the Council can do to improve - Main themes



Most common sub themes

- Ensuring staff have the right skills and knowledge and are connected to and understand the communities they work for
- Being responsive, always following through on commitments
- Ensuring genuine resident engagement and open dialogue
- Listening to residents more, taking concerns and complaints seriously and acting on them
- Addressing issues in Housing Needs, including overcrowding, standards in temporary accommodation and better advice on Housing o
- Taking responsibility
- Taking better care of people's homes.
- Treating all people fairly and equally, while understanding people's specific needs in order to tailor support to them.
- Valuing residents' knowledge and experience of their home / area
- Changing council culture so that we put residents first and treat people with care and compassion rather than suspicion

Improvement has to start with senior management attitudes towards its Tenant's and Leaseholders, until that happens, nothing will improve

Easier communication, focused support on residents that need it and more connection to the community.

What can we do to improve?

Key themes

Listening and Acting	Improving safety	Improving Council culture, being more open, responsible and accountable	Treating all residents fairly with respect and empathy	Being a good landlord	Other
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This optional question was asked to all individuals who completed a survey regardless of whether or not they thought that the Council had changed.

The responses generally mirrored the ones from the previous two questions and that though there has been some progress, there has not been enough to be deemed significant enough to be satisfactory.

General themes that circulated this question were around the resident journey, and the frustrations around not having issues resolved. Whether this was due to staff not knowing how to progress with issues, and general lack of knowledge and competence- or lack of dialogue and false promises, the overall feeling was that individuals felt unheard and unsatisfied at the end of their interaction- and that this would be a great starting point.

Culture change and a better understanding of the history and needs of the area, particularly North Kensington.

Communications, staff training and awareness (should at the very least be trauma-informed and sensitive to diversities), more transparent decision-making.

Build strong and stable community teams across the borough, who have a sense of responsibility in their jobs, to develop good relationships and communication with the residents of council properties. Listen. Act.

Have conversations with residents, talk and listen. Come back with answers and solutions

Really listen and understand. Be honest with what can be achieved . Respond as quickly as possible. Train all your staff to show the upmost respect especially when speaking to tenants on the phone.

Enable people - residents - to be listened. Really enable.

Feedback from facilitated discussions

What areas should we focus on to become the best Council?

Key themes

Listening and Acting

Improving safety

Improving Council culture, being more open, responsible and accountable

Treating all residents fairly with respect and empathy

Being a good landlord

Other

- **Listening and acting** is the top area of focus from the meetings and one to ones. The feedback in this area aligns well with what we heard from the survey about the need to listen and respond to people's concerns. The need to improve complaints management and learn from complaints so residents' issues are effectively addressed has also been a recurrent theme in the discussions with residents
- Genuine resident engagement and co production is seen as a possible way for the Council to gradually regain the trust of the community. In facilitated discussions, participants including local partners emphasized the importance of working in partnership with the community and enabling residents to become leaders in the community
- **Improving Council culture, being more open, responsible and accountable** was often mentioned in the facilitated discussions and was seen as necessary to enable genuine change. Culture change has to be led from the top and role modelled by senior leaders to happen. Better communication and joined up working between departments is needed to improve service to residents. Taking responsibility and learning from other places was also a recurrent theme under culture.
- **Treating all residents fairly with respect and empathy** was frequently discussed in meetings, and this means truly caring for residents, understanding their specific needs and treating them with respect and empathy in every contact with them.

Act on the issues reported by residents and this means engaging with them, at all levels from frontline staff to senior management.

Trust is a big issue and the Council needs to have actual conversations with the community and to hold more open events for local residents.

The different parts of the Council need to work much more closely together

Treat residents with respect. Re-establish a proper service culture. The council is here to work for residents and the communities

Take complaints seriously, welcome them as a source of learning

Learn from other places

Top-down change with clear mission and drive needed

We need a council that cares

The Council needs to establish a two-way relationship, with the community and the Council working together to figure things out, rather than just one side asking questions and the other side answering them

We need to enable the community to be the leaders, there are active members of the community trying to make a difference and we need to be better at supporting them to lead.

Council teams and departments don't talk to each other and expect residents to speak to other teams when it is their job, not the resident's, to join things up.

There needs to be a will to get things right first time and to treat vulnerable people with respect and dignity

Being respectful, listening, have empathy and find common ground to work with residents to get to a solution

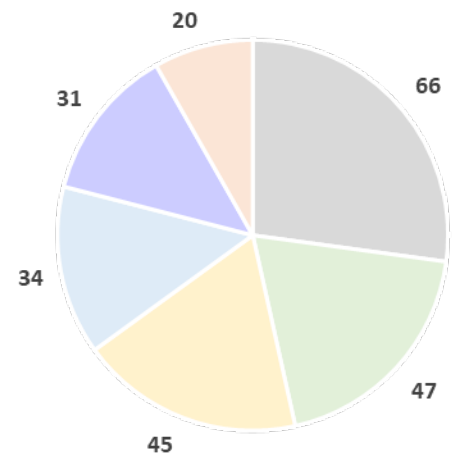
Survey feedback

Do you have anything else you would like to add?

Key themes

Listening and Acting	Improving safety	Improving Council culture, being more open, responsible and accountable	Treating all residents fairly with respect and empathy	Being a good landlord	Other
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Additional comments – Main themes



Most common sub themes

- Being responsive, always following through on commitments
- Being proactive and responsive
- Listening to residents more, taking concerns and complaints seriously and acting on them
- Addressing issues in Housing Needs, including overcrowding, standards in temporary accommodation and better advice on Housing o
- Treating residents with greater care, compassion, empathy and respect
- Taking better care of people's homes.
- Not going for the cheapest option.
- Ensuring more inclusive and accessible communication, using a broad range of methods

While this question was initially set out to allow an opportunity for respondents to cover topics not previously captured in the above questioning, the majority of the answers focused on affirming their previous feedback set out in their response to the other questions.

Some also took the opportunity to on this, for instance raising specific concerns as related to property blocks or current provision and specific suggestions for improvements

The top category, being a good landlord – other, covered a wide range of comments including dissatisfaction with Housing services, directed at refurbishment and dissatisfaction with plans for new builds. There was also a comment that expressed the need for better support to those who would like to move out of borough.

Some expressed frustration and exhaustion that it took a tragedy and in some those without a direct link to Grenfell still often felt it takes legal proceedings before the Council ever takes concerns seriously impacting their trust in the Council and in addition, a different interpretation of this can also indicate a trust in the outcome of this conversation leading to tangible change.

A minority also expressed direct frustration at yet more form filling without marked change.

Create a culture where your staff actually care about residents and don't try and pass them around until you lose the will to live.

I have little expectation my replies will trigger any action.

You have residents who are willing to give their time and input hoping that RBKC have changed after a horrific loss of life at Grenfell only for the same behaviour and conduct to continue.

Tone of the feedback and emotions expressed

Tone of the feedback and emotions expressed

- Respondents were invited to answer the questions in their own words and in many cases the questions elicited powerful emotive responses.
- It is important not to lose sight of this aspect of the feedback, which speaks to the depth of feeling about these issues in the community and the scale of the change people feel is needed.
- In many responses, there were strong feelings of anger, frustration or exhaustion as well as grief and sadness. Many respondents want to see justice and believe no lessons can be learnt or no change can happen until justice is served.
- The distrust for the Council is deeply rooted and a few respondents do not believe the Council has the will or ability to rise up to the challenge set by the community. A few of them are sceptical about the ambition to become the 'best Council'.

LISTEN TO THE RESIDENTS! STOP TREATING US LIKE SCUM!

This has impacted our family in terms of our mental health, both my children have needed to access mental health support many times. On top of the actual fire and loss is the injustices going forward, it feels like a constant disregard and contempt.

Stopping the use of meaningless phrases like "the best Council" and listening properly instead

The council is racist. No change can happen until the council acknowledges this. All I have seen is 40 years of not caring and making our lives hard; I don't trust that they will ever change

Competence – sadly lacking

It means I am furious.

The Council cares more about its future, rather than that of its residents

The arrogant dismissal of any real resident-led change, remains in place.

I witnessed the tragedy. It changed my life, It was traumatic and I couldn't leave my house and feared for me and my son. I required mental health services for paralysing anxiety, which still hasn't entirely subsided.

The Council is never going to change. How can you work for them? They don't care about what we say. They are just going to shred that piece of paper

Being the best council doesn't really feel like the right label. We need to think of different ways of putting this, like being an honest or fair council

I am exhausted and worn out by the constant reminder in everything

People's lives matter, I have lost school friends in the fire. Literal generations were lost in the fire because people who have moved into the area said that Grenfell was an eyesore

Nothing - The Council are covering things up and now trying to be the best Council. Why is the Council dealing with this issue now. Grenfell happened just over 5 year ago.

Because the housing officials are still arrogant, top-down, vicious, and totally disinterested in doing any more than the bare minimum.

You continue to be lazy, unresponsive and don't care.



Suggestions made by residents

Suggestions made by survey respondents and other events' participants about the changes they would like to see

- The long and short surveys, facilitated discussions and one to ones have generated a large amount of ideas from residents. People have explained what they wanted to see happen and have made practical suggestions of improvement actions that the Council could take

Listening and acting theme

Listen to us and get the basics right
<ul style="list-style-type: none">• Pick up the phone, follow up and investigate our issues and deliver on promises and commitments• Provide clear information about who to contact (name and contact details) about various issues

Improve the way complaints are handled
<ul style="list-style-type: none">• Use the complaints process to resolve people's issues and to learn, not to push people back• Create a special unit to assess and monitor complaints from very vulnerable households• Carry out 3 month checks post complaints to ensure the issues are effectively resolved

Involve us in decision making
<ul style="list-style-type: none">• Develop resident panels and hold more meetings• Engage with residents about their locality rather than borough wide• Genuine co-production and involvement in decisions• Improve scrutiny so residents and local partners can access decisions, scrutinise and challenge them• Support RAs more directly with grants and training• Improve TCC meetings

Improving safety

Improving safety
<ul style="list-style-type: none">• Independent safety inspections and act on recommendations• Conduct regular safety inspections of properties• Make Housing Management 'home visits' safety-focused• Install fire alarms on all floors of Council buildings

We want to be informed and engaged on safety
<ul style="list-style-type: none">• Improve residents' information about health and safety using various formats incl. videos - Reinforce the information for people who live in high rise• Community led education about safety• Develop a helpline / central hub or an app to raise fire safety concerns• Fire safety app to report issues



Suggestions made by survey respondents and other events' participants about the changes they would like to see

Improving Council culture, being more open, responsible and accountable

We want staff to have the right skills and attitude

- Ensure staff have knowledge of the local area and are better connected to it
- Involve residents in staff inductions / training
- Regular touch points for directors to hear what's happening on the ground.
- Empower staff to make decisions, embed the right behaviours and develop a shared understanding of what success looks like including measures
- All new staff should be trained about the effect Grenfell has had on the community.

We want to work in partnership with the Council

- Work more closely with local organisations and partners to reach residents
- Map all the resources available in the borough, the faith groups and voluntary sector
- Make most of residents' skills and expertise and support the training of community members so they can deliver activities / support to the community
- Develop a local partnership strategy that involves local people. It needs to come from the bottom up.

Being a good landlord

We want to live in safe and well-maintained homes

- Develop a repairs app
- Improve the Out of Hours service
- Prioritise first time right over small fixes
- Carry out post inspections Communicate about contractors' performance
- Improve repairs standards in TA and allow tenants to decorate their flat
- Bring repairs in house and have dedicated teams for each block and estate who know the properties and the residents.

We want better interactions with our landlord

- Flexible dates and times for visits - scheduled visits with staff who show their ID
- Share name and contact information of relevant officers (email and telephone)
- Improved interface between the Customer Contact centre and housing (systems and teams)
- Provide clear information about entitlements, waiting times and decisions to people in TA

We expect staff to be skilled and do a good job

- Clearer roles between housing officers and neighbourhood managers
- Smaller pool of residents for housing officers and allow people to change housing officer – same with Housing needs case officer
- More local presence on the estates (i.e. caretakers)
- Better case management and handover in case of leave or staff leaving the organisation



Suggestions made by survey respondents and other events' participants about the changes they would like to see

Treating all residents fairly with respect and empathy

We want better communication and interactions with the Council	We want people with greatest needs to be supported better	We want to be treated fairly and with respect
<ul style="list-style-type: none">• Be more responsive• Online chat function but make sure someone is answering• More face-to-face contact and visits• Deliver face-to-face services at times that suit people, not just 9am to 5pm.• Clear communication about who does what in the Council	<ul style="list-style-type: none">• Support for families who struggle with cost of living.• Local cards / discounts for local people/or those living in social housing• Mental health and well-being provision should be a higher focus• More focus on teenagers 15-25 - Education and access to education needs to improve.• Support people to come together in groups to build on the sense of community that already exists in the area. Beneficial for people who feel lonely or isolated.	<ul style="list-style-type: none">• Don't be racist• Don't talk down to us• Equalities between the rich and the poor• Cleanliness in all areas of the borough

Other – Suggestions that did not fit with the above themes

We want the Council to support those who need it most
<ul style="list-style-type: none">• More mental health and well being provision• Spaces and provision for young people• Support with cost of living crisis• Local cards which give discounts for local people/or those living in social housing• Support business owners with parking costs

