

# Resident Involvement **Strategy** 2025 – 2028



Housing  
Management



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA

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## 1. Introduction: Partnering with Residents for Stronger Involvement

At Kensington and Chelsea, we believe that residents should be at the centre of everything we do. You know your homes and communities best, and your insights are invaluable in shaping the services that affect your lives. This strategy is about **working with you, not just for you**, and creating real opportunities to collaborate, share ideas, and bring about meaningful change.

Since the launch of our first Resident Involvement Strategy in 2021, we've made strides in building trust and improving resident involvement. But the world of housing has evolved, and so must we. This updated strategy is shaped by the lessons of the Grenfell tragedy and our response to the second phase of the Inquiry. It reflects new priorities from the **Building Safety Act 2022** and **Social Housing (Regulation) Act 2023**, while being underpinned by the **Council Plan 2023-2027** and our **Charter for Public Participation**.

### What does partnership mean to us?

Partnership means working with residents in meaningful ways to ensure your voices shape the decisions that matter most. While it's not always possible for residents to be equal partners in every decision, we are committed to ensuring that your experiences, ideas, and feedback drive real improvements. Resident involvement isn't just about hearing your views—it's about creating spaces where we can work together to build safer, stronger communities.

### How this strategy fits

This Resident Involvement Strategy provides an overarching approach to how we engage with all residents across the borough, ensuring that everyone has the opportunity to have their say and shape housing services. Alongside this, we have a dedicated **Building Safety Resident Engagement Strategy**, developed to meet the statutory requirements of the **Building Safety Act 2022**, which focuses specifically on high-risk buildings. A specialist team is in place to deliver this vital work, ensuring that residents in these buildings are involved, confident in the safety of their homes.

### What's new in this strategy?

We're focusing on empowering you in ways that work for your life. Whether that's through quick feedback on a survey or a deeper commitment like joining a co-design panel, we've developed a framework to make resident involvement easier, more flexible, and more impactful.

### Why this matters

When residents are involved, services improve, communities thrive, and trust grows. This strategy is about creating opportunities for everyone—whether you want to stay informed, offer your views, or take a leading role. It's about ensuring that your voice shapes the future of housing in Kensington and Chelsea.

The updated strategy directly builds on feedback from our residents, gathered through recent consultation and engagement through a variety of methods. While many residents acknowledged positive steps towards greater involvement, the feedback also highlighted areas where we can improve – particularly around communication, responsiveness, and ensuring that involvement leads to meaningful outcomes.

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## **Case Study – Co-Design in Action: Shaping the Future of Resident Involvement**

In September 2024, the Housing Services Improvement Co-Design Panel was established as a collaborative initiative between residents and the Council to strengthen resident involvement in housing services. Over five intensive sessions – and further work in between – 10 residents, alongside representatives from three different Residents' Associations, worked together with us to ensure that the Council's approach aligned with the Social Housing Regulation Act, the Consumer Standards, and residents' expectations.

A key focus was shaping the Resident Involvement Strategy 2025-2028, ensuring it reflected the principles of meaningful involvement, transparency, and co-production. The Panel provided a platform for residents and Council officers to engage in open dialogue, challenge existing processes, and co-design improvements that will make a lasting impact on housing services.

### **Key outcomes**

Through this process, the Panel helped to:

- Establish a shared commitment to clearer decision-making and transparency
- Shape proposals for new and upcoming resident forums and expanded digital engagement
- Strengthen the role of resident-led co-design in service improvements
- Shape the draft content for the Resident Involvement Strategy

### **Resident perspectives**

"This is real partnership working – our voices are shaping the services that affect us every day." – Rose Easom, Chair of Campden Houses Residents' Association and Tenants Consultative Committee representative.

"It's great to see the Council working with us to ensure regulatory compliance isn't just a box-ticking exercise, but something that truly improves residents' lives" – Gigi Yacoub, Member of Warwick Road Estate Residents' Association and Tenants Consultative Committee representative.

By co-designing this strategy, the Panel has set a new standard for collaboration, paving the way for a stronger, more engaged resident voice in the borough's housing services.

## 2. What Resident Involvement Means to Us

Resident Involvement is more than a policy – it's the foundation of our partnership with the people who live in and contribute to Kensington and Chelsea. It's a deliberate term, chosen with elected resident representatives in the Tenants Consultative Committee (TCC), to reflect the active, collaborative role residents play in shaping the future of our housing services.



### **Involvement, Not Just Engagement**

Resident Involvement means ensuring that voices are heard, valued, and that feedback drives real change in decisions affecting homes and communities. We know every resident's time, needs, and interests vary, so we offer a range of ways to participate – whether through consultations, local projects, advisory panels, or co-design groups. We are committed to making involvement accessible for everyone, from young adults and families to older residents and those who may need extra support.



### **A Flexible, Ongoing Commitment**

Our approach to Resident Involvement goes beyond traditional consultations or annual meetings. We are committed to continuous, flexible engagement, where residents are empowered to contribute ideas, propose solutions, and work with us to create housing services that truly reflect their needs. Whether it's staying informed, joining a localised initiative, or participating in a co-design panel, there's an option for everyone.



### **Our Shared Vision for Stronger Communities**

Resident Involvement matters because it strengthens our communities. By collaborating with residents, we are able to build trust, improve safety and service quality, and create neighbourhoods that reflect the unique character and aspirations of those who call them home.

### 3. How This Strategy Came Together

This strategy reflects direct input from residents, whose voices and experiences guided its development. Here's how we shaped it together:

**Engaging Through Consultations:** Initial consultations were shared with all residents in August, followed by a dedicated resident involvement consultation from November - December 2024. In February 2025, we followed up with a draft for final review, inviting even more residents to help shape the final strategy.

**Creating a Co-Design Group:** A dedicated group of residents and Council staff collaborated to align our strategy with the 2024 Consumer Standards and recent regulatory change, making sure our approach is accountable and responsive.

**Drawing from Localised Successes:** We looked at resident-led initiatives on the Lancaster West and World's End estates, learning from these successful projects on how community involvement can strengthen neighbourhoods.

**Annual Residents' Summit:** At our November 2024 Summit, 220 residents came together to share their perspectives on engagement, many reflecting on the recent second phase Grenfell Inquiry report.

**Working with the Tenants Consultative Committee:** The Committee has been instrumental in helping us understand resident needs and aspirations, grounding our approach in real insights.

**Learning through other teams and broader Council engagement:** These steps mean that this strategy is informed by the people it serves, with every commitment grounded in real-life experiences and incorporate broader feedback on other key consultations such as the Phase Two Grenfell Inquiry Report, as well as key engagement on capital delivery programmes across the borough.

## Case Study – Residents’ Summit: A Platform for Change

The Residents’ Summit is a unique opportunity for tenants and leaseholders across the borough to come together, share their views, and directly shape housing services. More than just a discussion, it ensures that resident voices are heard and that their priorities influence real change. At the Summit in November 2024, 220 residents attended, taking part in conversations that have directly informed this strategy.

### Resident Involvement in Action – You Told Us

A key focus of the Residents’ Summit was to understand how residents want to be involved in decision-making whilst ensuring engagement is more responsive, transparent, and reflective of real resident needs. Using [\*Think Local Act Personal's \(TLAP's\) Ladder of Co-Production\*](#), it was used to conceptualise housing priorities where residents helped identify where their involvement would fit within Doing with and Doing for.

A glimpse of what residents told us -

- Residents helped define how they want to be involved in shaping housing services, influencing the new strategy.
- Feedback from the Summit reinforced the importance of clearer communication and decision-making transparency.
- Support for resident-led initiatives has strengthened, with a greater focus on co-designing services together.

### Resident Voices:

*"My first Summit. Really enjoyed it. Found it engaging and speaking with council workers face to face."*

*"The Residents’ Summit gave me a real chance to speak directly with decision-makers and see that our feedback will lead to action"*



#### 4. Who Are Our Residents?

Within the **9,436** council-managed households in Kensington and Chelsea, we serve of a community of over **17,000** residents, made up of **73% tenants** and **27% leaseholders**. While the borough is home to a much larger population, this strategy focuses on the diverse and vibrant community living in the properties directly managed by the council. Each resident brings their own story, experience, and contributions, shaping the fabric of our neighbourhoods and guiding how we deliver our services.

##### A Diverse Community

Our residents bring a wealth of backgrounds, cultures, and languages, reflecting the rich diversity of Kensington and Chelsea. About **37.7%** of our residents identify as part of an ethnically diverse group, including Black, Arab, Asian, and Mixed backgrounds. With over 30 languages spoken, we aim to evolve our communications, to ensure that everyone in our community feels informed, included and empowered to engage with our services and opportunities.

##### Varied Ages and Lifestyles

Residents of all ages call our borough home: we serve a full range of life stages, from young children to residents over 85, and are committed to supporting everyone's needs.

##### Supporting All Needs

To make our services inclusive, we provide extra support to the **17.5%** of residents with disabilities, health conditions, or other vulnerabilities. From mobility assistance to critical medical needs, we're here to ensure everyone has safe, accessible housing.

We value every resident's unique perspective and are dedicated to creating opportunities for involvement that reflect and celebrate our community's diversity.

## 5. Where We Are Now: Recognising Progress and Room for Improvement

Since the launch of our first strategy in 2021, we've achieved some notable successes in strengthening resident involvement:

- **Community-Based Engagement:** Localised initiatives on the Lancaster West and World's End estates have shown the power of targeted, community-led projects. Residents have come together to improve their local areas, creating models of engagement that we can expand across the borough.
- **Resident Training Programmes:** We've developed a bespoke training programme to equip Residents' Associations and community groups with the skills to better advocate for their communities. This has helped residents take on active roles, channelling local needs effectively to the Council.
- **Annual Residents' Summit:** The Summit has grown in popularity, with over 200 residents attending in recent years to connect, share insights, and learn about engagement opportunities.
- **Strengthening the Tenants Consultative Committee:** The Committee has continued to grow as a valuable voice in borough-wide decision-making, helping shape services and champion resident priorities.
- **Building Safety Engagement:** In response to the Building Safety Act, we've set up new channels specifically for residents in high-rise buildings. This has led to significant increases in engagement, improving our response to safety concerns.
- **Improved Satisfaction:** Our Tenant Satisfaction Measures (TSMs) are displaying positive progress in areas related to resident involvement, particularly how we listen to residents and keep them informed.

Tenant Satisfaction Measure	2022/23	2023/24	2024/25	Change (2022/23-2024/25)
Satisfied with extent we listen to resident views and act on them	54.08%	59.51%	60.37%	+6.29%
Satisfaction that we keep residents informed about things that matter to them	74.14%	78.30%	78.17%	+4.03%

While we've made strides, we also recognise there's more work to do. Feedback from our consultation on resident involvement initiatives also supports this. **54% of respondents were satisfied or very satisfied** with current involvement opportunities, though **23% felt neutral**, and **22% expressed dissatisfaction**. Recurring themes included:

- Lack of clarity on how to get involved: *"I don't know how residents can get involved in housing-related decisions."*
- Perceived gaps in communication: *"The council sends us surveys but doesn't tell us what happens next."*
- The need for more timely responses and visible outcomes from consultations.

We recognise these concerns and are committed to addressing them as part of this updated strategy.

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## 6. Where We Want to Be: Strengthening Collaborative Approaches

Our aspiration is to build a stronger culture of collaboration with residents, exploring ways to involve them meaningfully in shaping services and decisions. While we are not yet at the stage of embedding co-design and co-production across everything we do, we are committed to experimenting with these approaches and creating the right conditions for them to succeed. Our consultation revealed clear priorities for residents:

Repairs and maintenance (**74%**) and anti-social behaviour management (**50%**) were identified as key areas where residents want greater involvement.

Timely responses (**65%**) and transparency in decision-making (**58%**) were highlighted as crucial for improving accountability.

This means:

**Developing participatory approaches:** We aim to test and refine methods like co-design panels and resident-led initiatives in specific areas, building on successful examples such as the improvements made on the Lancaster West and World's End Estates.

**Listening and adapting:** We recognise that collaboration requires trust, time, and continuous learning. We will be open to feedback, willing to adapt, and transparent about our processes and progress.

**Providing tools and support:** To enable meaningful participation, we will ensure residents have the resources, training, and information they need to take part.

Our high-level aspirations include:

1. **Creating spaces for collaboration:** Ensure there are clear, accessible pathways for residents to get involved in the areas they care about whether through co-design panels, local improvement projects, or advisory groups.
2. **Strengthening relationships:** Build trust by demonstrating that resident input leads to tangible change and by ensuring that feedback loops are robust, timely, and transparent.
3. **Experimenting with new approaches:** Pilot more co-design initiatives and innovative participatory methods that reflect the diversity of our communities, learning from successes and challenges along the way. This strategy reflects our belief that partnership is a journey. By starting small, building on what works, and listening to our residents, we can gradually create a culture where collaboration is the norm.

## Case Study – Lancaster West co-design and resident involvement

Following the Grenfell Tower tragedy in 2017, residents of Lancaster West Estate (LWE) led a transformation to create a modern, sustainable estate. In partnership with the Lancaster West Neighbourhood Team (LWNT), they co-designed improvements that prioritised resident needs, choice, and community well-being.

### A resident led journey

The *Lancaster West Future Neighbourhood Vision* is a strong example of meaningful resident involvement shaping long-term change. Co-designed with residents, the Vision sets out to make Lancaster West a greener, fairer, and more resilient neighbourhood.

### A Resident-Led Approach

Over 300 residents took part in workshops and consultations, sharing ideas and priorities for their homes, neighbourhood, and quality of life. This feedback informed the development of 23 exemplar projects - designed to be delivered over time - focused on themes like financial wellbeing, health access, green spaces, sustainability, and digital connectivity. Local organisations and community groups were also engaged to ensure the Vision reflected collective priorities across the neighbourhood, building shared ownership and long-term relevance.

### What Made It Work?

- **Early, sustained engagement:** Residents helped set the direction from the outset.
- **Clear local priorities:** Resident input shaped the themes underpinning all 23 exemplar projects.
- **Collaborative delivery:** The Vision was developed in partnership with the Lancaster West Residents' Association and supported by the Lancaster West Neighbourhood Team.

### Early Action: Employment & Training Hub

The first exemplar project brought to life was the Employment & Training Hub, which opened in May 2023. Co-delivered with the Residents' Association, the Hub offers access to jobs, training, and digital tools - responding directly to residents' calls for better employment support and career development opportunities.

### Why It Matters

Lancaster West's approach shows how co-design can unlock community potential and build trust. By setting a clear, shared vision and identifying practical next steps, it offers a model for inclusive neighbourhood development that keeps residents at the centre - both in shaping the long-term plan and delivering change on the ground.

## 7. Framework for Greater Involvement

Feedback received from consultation with residents has directly shaped our framework for involvement. Many expressed a desire for flexible, accessible ways to contribute, with **55% preferring face-to-face engagement** and **58% favouring email updates**. In response, we've designed a three-tiered approach to reflect different levels of involvement and ways that residents can get involved:

Level	Commitment Required	Definition	Example	Alignment to <a href="#"><i>TLAP's Ladder of Co-Production</i></a>
Level 1: Active Leadership	High – requires regular engagement, leadership roles, and collaboration.	Residents are significant partners in decision-making, shaping policies, and co-producing services. This involves shared responsibility and accountability with the council.	<ul style="list-style-type: none"> <li>• Membership on the Tenants Consultative Committee</li> <li>• Leading or co-facilitating co-design panels for new housing policies, strategies, or services</li> <li>• Resident-led scrutiny panels to evaluate housing services</li> </ul>	Co-Production Co-Design
Level 2: Collaborative Input	Moderate – focused participation in structured activities and consultations.	Residents provide detailed feedback and are actively consulted during planning and decision-making processes.	<ul style="list-style-type: none"> <li>• RAs and Compacts</li> <li>• Regular involvement in structured consultations or surveys</li> <li>• Participating in focus groups or workshops to influence changes</li> </ul>	Engaging Consulting
Level 3: Flexible Participation	Low – minimal time or effort required.	Residents engage in light-touch opportunities to share views, stay informed, or attend one-off events.	<ul style="list-style-type: none"> <li>• Attending the annual Residents' Summit or one-time consultations</li> <li>• Reading newsletters or accessing updates on dedicated resident engagement hub of website</li> <li>• Responding to surveys or polls</li> </ul>	Informing Educating

In the next section we have put together a more detailed menu of opportunities for greater involvement, which we plan to regularly update and adapt based on resident feedback.

## 8. Opportunities for Greater Involvement

Residents told us they want clearer information on how to participate and more accessible opportunities. In response, we will:

- Expand the Residents' Summit to reach more people.
- Improve our online engagement tools, making it easier to provide feedback.
- Offer more training and resources for Residents' Associations and Resident Compacts to strengthen their impact.
- Promote opportunities more widely, ensuring residents know what's available and how to take part.

We've also heard the need for timely communication about key projects, such as repairs, safety measures, and estate improvements. Residents emphasised that **information tailored to their local area** would help build trust and confidence in the council's efforts.

Involvement type	Active leadership	Collaborative input	Flexible participation
<b>Borough-wide</b>	Tenants' Consultative Committee	Task and Finish Groups Focus Groups Resident Editorial Panel Budgeting reviews and consultation	Consultations Residents' Summit Resident Scrutiny Panel Mystery shopping
<b>Localised</b>	Residents' Associations Resident Compacts Local Area Meetings Block representatives	Estate Improvement Budget Focus groups NCIL applications City Living Local Life funding Tender Moderations - Procurement	Consultations Breakfast mornings Estate walkabouts Roadshows Wellbeing activities Training Seasonal and cultural activities
<b>Specific interest</b>	Disability Forum Service Improvement Groups Homeowners' Forum Homes Group	Interview panels Focus groups Housing Matters Editorial Board Disability Forum	Consultations Cultural or religious events and activities

## 9. Our Objectives and How We Will Measure Success

We'll track our progress and report annually on key success measures:

Each year, we will report on these measures, showing you the tangible impact of your involvement and our commitment to continuous improvement.

Focus area	Objective	How we will measure progress	Method of capturing data	Target
<b>Resident Satisfaction</b>	Act on resident feedback to improve housing management services.	Tenant perception survey: "Satisfaction in listening and acting."	Annual tenant perception survey	Increase in overall satisfaction scores across three key areas.
	Ensure residents feel informed about key decisions and services.	Tenant perception survey: "Satisfaction on keeping you informed."		
	Improve residents' sense of pride and contribution to their neighbourhoods.	Tenant perception survey: "Satisfaction on making a positive contribution to your neighbourhood."		
<b>Strengthening resident influence</b>	Increase the number of residents participating in consultations or co-design panels.	Percentage increase in residents involved across current core of resident involvement initiatives.	Engagement activity logs and attendance records.	More residents report feeling they can influence decisions (measured via survey).
	Strengthen feedback loops to show residents how their input is acted upon.	Resident feedback: "I know how my input has influenced decisions."	Follow-up feedback surveys; event evaluations.	
	Expand opportunities for residents to engage in policy-making processes	Proportion of residents who say they feel informed about how their feedback has influenced decisions.	Internal monitoring of engagement events and consultations.	
<b>Empowering resident-led projects</b>	Providing training and support to residents leading projects in their communities.	Percentage of residents reporting improved skills or confidence post-training.	Post-training evaluations; resident-led project surveys.	Increase in resident-led projects initiated and successfully completed.
	Increase the number of resident-led initiatives launched each year.	Number of new projects launched compared to previous years.	Council project monitoring systems.	
	Showcase the impact of resident-led projects within the community.	Case studies highlighting community impact shared through communications channels.	Annual reporting on community impact.	
<b>Expanding opportunities for involvement</b>	Provide a wider variety of ways for residents to get involved that suit different preferences.	Range of involvement opportunities added year-on-year.	Catalogue of new activities; resident feedback forms.	Growth in overall participation levels across diverse engagement opportunities.
	Ensure involvement opportunities are accessible for residents facing barriers to participation.	Percentage of events with accessibility provisions (e.g. translation, hybrid formats)	Event reports; accessibility evaluations.	



**Improving  
representation  
in engagement**

Increase digital engagement through new online tools and resources.	Uptake in online engagement methods (e.g. surveys, webinars)	Website analytics; participation rates for digital platforms.	
Actively engage underrepresented groups to ensure diverse voices are included.	Percentage increase in representation of underrepresented groups in resident forums.	Percentage increase in representation of underrepresented groups in resident forums.	
Tailor engagement approaches to meet the needs of specific community groups.	Feedback from targeted outreach programmes.	Feedback from targeted outreach programmes.	Greater diversity reflected in resident involvement demographics.
Regularly review demographic data to identify gaps in engagement.	Annual demographic analysis of resident involvement compared to borough demographics.	Annual demographic analysis of resident involvement compared to borough demographics.	

## Glossary of Terms

Task and Finish Groups	Temporary resident-led groups formed to focus on a specific issue or project, such as reviewing a particular housing service, improving an estate facility, or shaping a new policy.
Focus Groups	Small, resident-led discussions that explore specific housing-related topics in depth. These sessions allow residents to share their experiences, provide feedback, and help shape policies or services in a more informal and interactive setting.
Consultations	Formal processes where RBKC's Housing Management service seeks resident feedback on proposed changes to policies, services, or estate improvements. You can view live and previous consultations on the Consultation Hub
Housing Matters Editorial Board	A group of residents who help shape the content of Housing Matters, RBKC's resident newsletter. Members provide input on topics, suggest articles, review drafts, and ensure the newsletter reflects the concerns and interests of tenants and leaseholders.
Estate Walkabouts	Scheduled inspections where residents join housing officers to assess the condition of their estate, identify issues, and suggest improvements.
Residents' Associations	Groups formed by tenants and leaseholders in a specific area or estate to represent the interests of local residents and work with the council to improve housing services.
Disability Forum	Residents of the council's social housing living with disabilities, their carers, or relatives are invited to promote positive culture, advise and challenge the council's housing management on disability matters and consult upon disability-related issues to influence service delivery.
Mystery Shopping	Opportunities for residents to assess and provide feedback on housing services by acting as 'mystery shoppers' to help improve service delivery.
Scrutiny Panels	A resident-led group that reviews housing services, policies, and performance to ensure accountability and recommend improvements.
Tender Moderations	A process where residents are invited to participate in evaluating and providing feedback on housing-related contracts and procurement decisions. This ensures that resident priorities and concerns are considered when selecting service providers for repairs, maintenance, or other housing services.
HOMES Group	A resident-led panel that focuses on housing-related issues such as repairs, maintenance, and improvement works.