

Housing Management Resident Involvement Strategy

Analysis of stakeholder consultation and engagement

January 2025

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Introduction

Background

The Council continues to evolve its approach to involving residents in housing-related matters and is in the process of refreshing its Resident Involvement Policy. In order to refresh the policy, the Council is engaging and involving residents to seek their views on the direction of the policy and to plan future resident involvement activities and strategies for enhancing resident involvement in Kensington and Chelsea.

Methodology

The consultation and engagement to refresh the Resident Involvement Policy covers two phases. Phase one saw initial engagement with residents to get their thoughts and ideas to inform the development of a draft policy. Phase two of the policy will see formal consultation on a draft policy, which will be informed by the feedback from phase one.

This report covers phase one of the engagement activities, which consisted of:

- **Resident Involvement Pulse Survey**

A short paper and online survey to gather the views of tenants and leaseholders. The survey was promoted and available at the 'Residents' Summit' held on 9 November and promoted more widely after the event. The survey was open for six weeks, closing on 20 December 2024 and attracted a total of 119 responses.

- **Engagement with residents attending the Residents' Summit**

As part of the Residents' Summit, 9 November 2024, a series of market stalls were present to engage with Council tenants and leaseholders. One such market stall sought to gather feedback from residents on resident involvement to help inform the draft Resident Involvement Policy. As part of the summit there were also table discussions related to resident involvement.

Acknowledgements

The Council would like to thank all residents that took the time to participate in the engagement activities.



Resident Involvement Pulse Survey

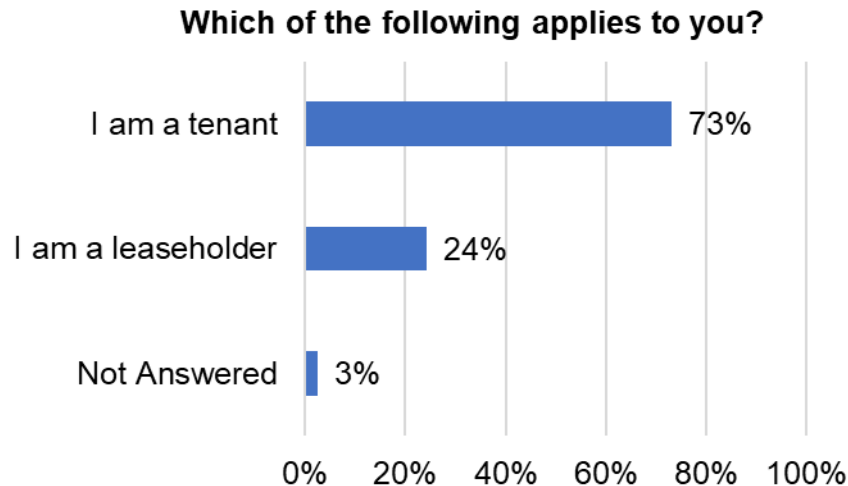


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Capacity in which responding

Respondents were asked in what capacity they were responding.

- The **majority** of respondents (**73 per cent**) indicated they were responding as a **tenant**.
- Just **under a quarter** of respondents (**24 per cent**) indicated they were responding as a **leaseholder**.



Base: All respondents (119)



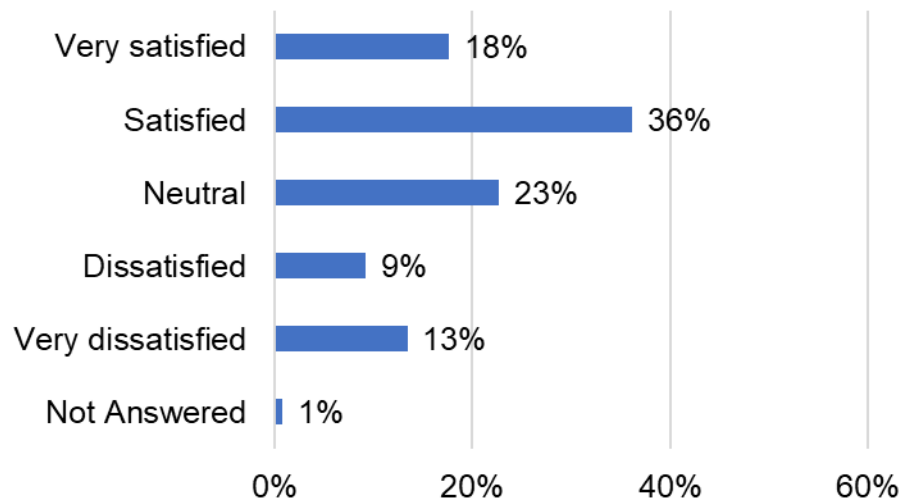
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Resident involvement satisfaction

Respondents were asked how satisfied they are with the opportunities the Council provides for residents to get involved in housing related decisions.

- Over half of respondents (**54 per cent**) were either **very satisfied** (18 per cent) or **satisfied** (36 per cent) with the opportunities provided
- However, **22 per cent** of respondents were either **dissatisfied** (nine per cent) or **very dissatisfied** (13 per cent)
- Almost a quarter (**23 per cent**) responded **neutrally**

How satisfied are you with the current opportunities provided by the Council for residents to get involved in housing-related decisions?



Base: All respondents (119)



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Resident involvement satisfaction - comments

Respondents were asked to provide any further feedback on their response.

Comments made have been themed and those that received eight or more comments are summarised in the table below. Examples of comments made can also be seen on the next page. A full list of comments can also be found in appendix two.

| Theme | Count |
|--|-------|
| Personal circumstance/complaint | 11 |
| Better advertisement/communication about the opportunities | 9 |
| Happy with the Council's engagement | 8 |
| Not sure residents are listened to/can really impact decisions | 8 |

Resident involvement satisfaction - comments

“These opportunities are well advertised and residents have the chance to participate but I am not sure how much residents can influence the decisions.”

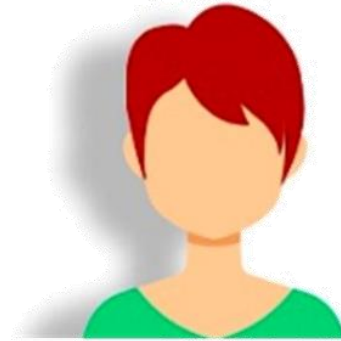
Not sure residents are listened to/can really impact decisions

“Council is there when it is needed.”

Happy with Council’s engagement

“Updated notice boards.”

Better advertisement/communication about the opportunities



“Lack of communication and co-ordination.”

Lack of communication and co-ordination

“There is little point in “involving” residents in housing-related decisions if, as is so often the case, the Council then takes no notice at all of residents’ views. In fact I’m not sure why I’m even taking this survey, as recent developments prove that the Council will do what it wants to do, whether or not residents have approved (or disapprove of) a plan.”

Not sure residents are listened to/can really impact decisions



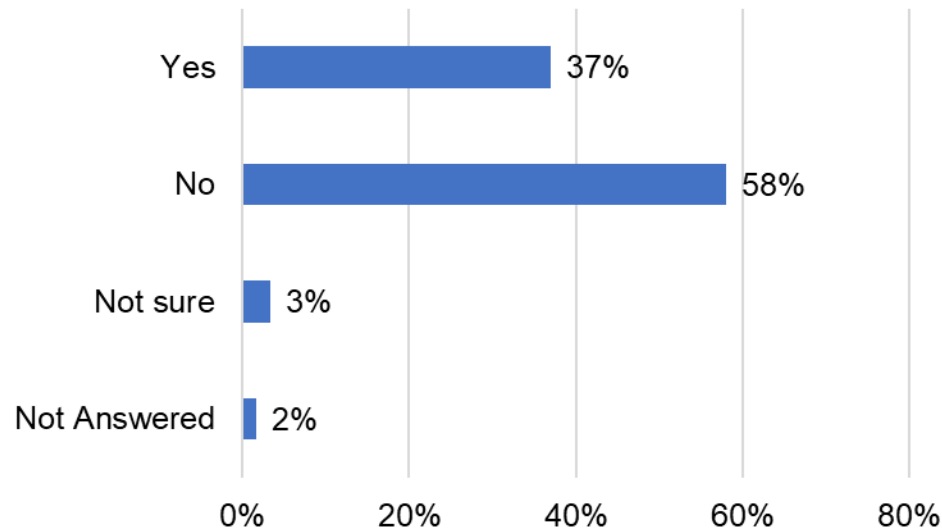
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Current Resident involvement

Respondents were asked if they are currently involved in any resident involvement activities with the Council.

- Over half of respondents (**58 per cent**) indicated that they are **not involved**.
- However, **over a third** of respondents (**37 per cent**) stated that they are **involved**.

Are you currently involved in any resident involvement activities with the Council (e.g. resident associations, steering groups, event planning)?



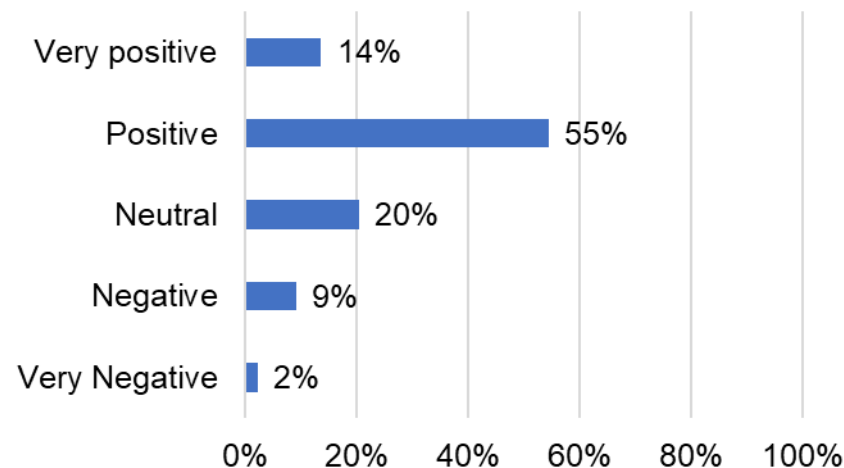
Base: All respondents (119)

Current Resident involvement

Respondents who stated they are currently involved in resident involvement activities with the Council, were asked to rate their experience with these activities.

- Over two thirds of respondents (**69 per cent**) rated their experience either as **very positive** (14 per cent) or **positive** (55 per cent).
- However, **11 per cent** of respondents rated their experience as either **negative** (nine per cent) or **very negative** (two per cent).

If yes, how would you rate your experience with these activities?



Base: Respondents stating that they had been involved in resident involvement activities (44)



Current Resident involvement - Comments

Respondents were asked to provide any further feedback on their response.

Comments made have been themed and summarised in the table below. Examples of comments made can also be seen on the next page. A full list of comments can also be found in appendix two.

| Theme | Count |
|---|-------|
| Details of engagement activities involved with | 6 |
| Positive comments about engagement activities | 6 |
| Lack of action or outcomes | 3 |
| Better promotion of activities/opportunities needed | 2 |
| Mixed views on involvement activities | 2 |
| Lack of opportunities | 1 |

Current resident involvement - comments

“Our Lancaster West Voices events have gone really well.”

Positive comments about engagement activities

“Good RA meetings.”

Positive comments about engagement activities

“Money Cafe for Henry Dickens Court.”

Details of engagement activities involved with



“Meetings on the future of our estate have been on going for nearly two decades with nothing ever decided.”

Lack of action or outcomes

“The activities are at times enjoyable, at times frustrating, at times a lot of work. Sometimes, really great results are achieved. Sometimes I am left wondering if I'm wasting my time and energy.”

Mixed views on involvement activities

“Residents always find out after the activity.”

Better promotion of activities/opportunities needed

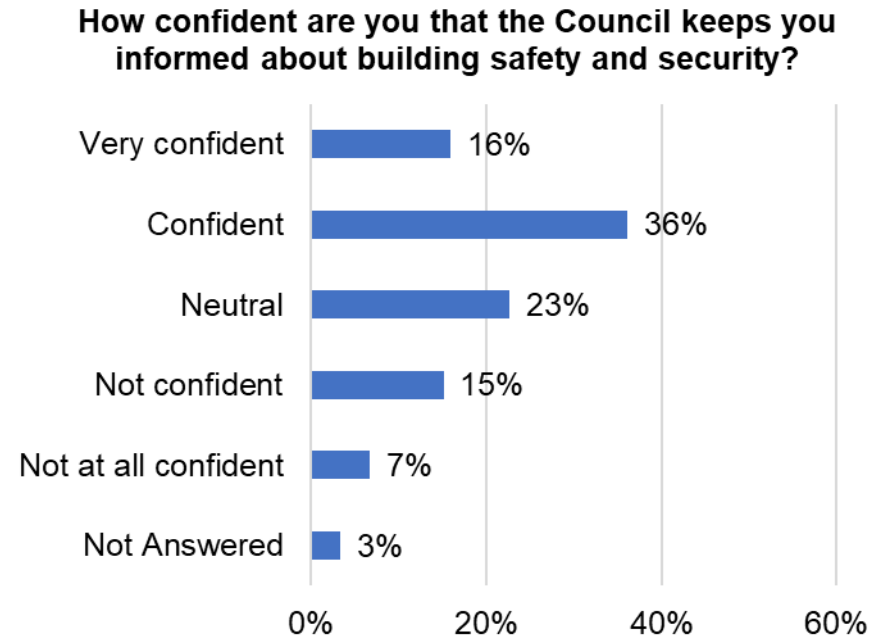


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Building safety and security

Respondents were asked how confident they are that the Council keeps them informed about building safety and security.

- Over half of respondents (**52 per cent**) indicated that they were either **very confident** (16 per cent) or **confident** (36 per cent) that the Council keeps them informed on these matters
- Whereas just **under a quarter** of respondents (22 per cent) feel either **not confident** (15 per cent) or **not at all confident** (seven per cent) that this is the case



Base: All respondents (119)

Building safety and security - comments

Respondents were asked to provide further feedback on building safety and security.

Comments made have been themed and those that received four or more comments are summarised in the table below. Examples of comments made can also be seen on the next page. A full list of comments can also be found in appendix two.

| Theme | Count |
|-----------------------------------|-------|
| More timely updates/relevant info | 8 |
| Safety | 5 |
| CCTV | 4 |

Building safety and security - comments

“Giving right information on update.”

More timely updates/relevant info

“ASB issues (evil next door neighbour) so I don't always feel safe in my home.”

Safety

“There is need for more info, thanks.”

More timely updates/relevant info



“No information about the CCTV surveillance, not working.”

CCTV

“Where are the CCTV cameras that we have asked for?”

CCTV

“We're still waiting for a decision about some fire doors which has taken weeks.”

Safety

“More up to date information.”

More timely updates/relevant info

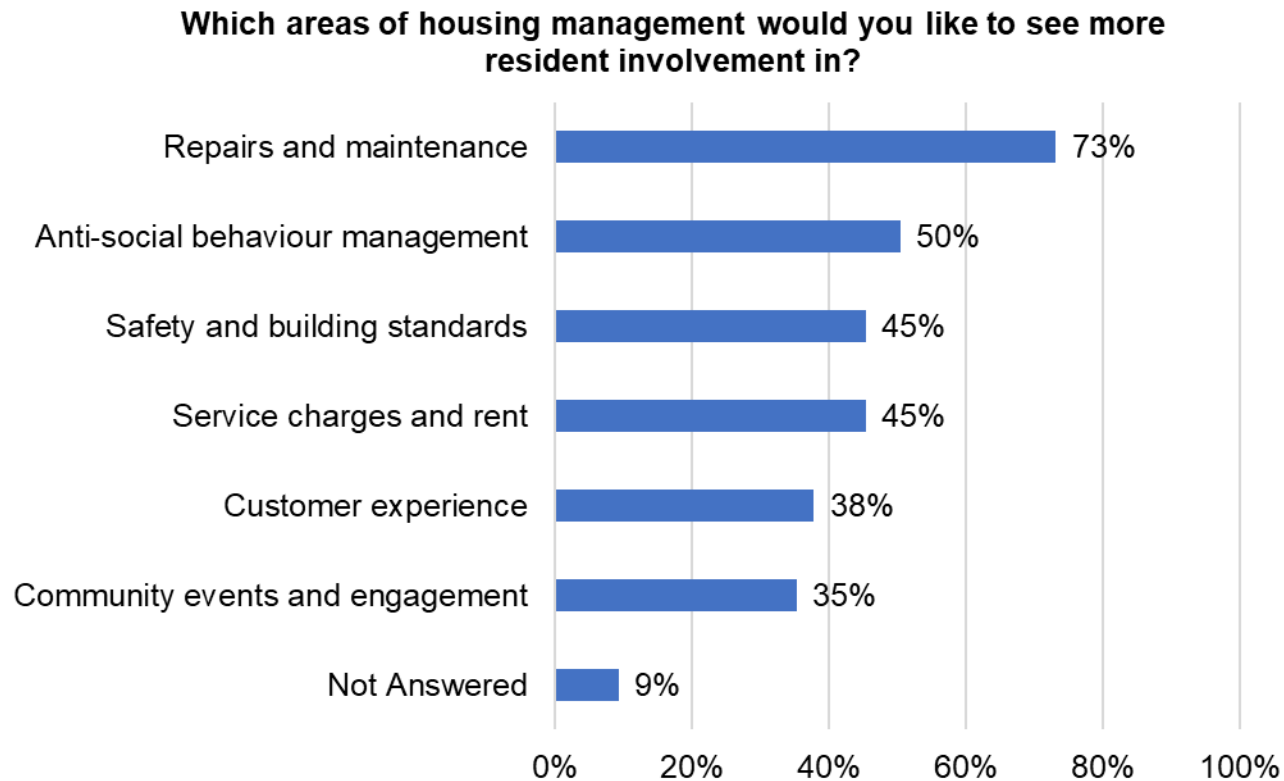


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Resident involvement

Respondents were asked what areas of housing management they would like to see more resident involvement in. Respondents could select more than one answer.

- Almost three quarter of respondents (**73 per cent**) opted for **repairs and maintenance**
- Half of respondents (50 per cent) indicated **anti-social behaviour management**
- **Service charges and rent** as well as **safety and building standards** were both chosen by **45 per cent** of respondents



Base: All respondents (119)

Resident involvement - comments

Respondents who answered the previous question were asked if there is any other areas of housing management they would wish to see more resident involvement in.

Comments made have been themed and those that received three or more comments are summarised in the table below. Examples of comments made can also be seen on the next page. A full list of comments can also be found in appendix two.

| Theme | Count |
|--|-------|
| Other areas | 11 |
| Repairs/maintenance | 5 |
| More surveying/quality control/prompt intervention | 4 |
| Residents should be more involved in all services | 3 |



Resident involvement - comments

“More ecological approaches to gardening.”

Other areas

“Repairs and maintenance.”

Repairs/maintenance

“Better quality repairs carried out in a timely manner with more input from residents.”

Repairs /maintenance

“More visiting from time to time.”

More surveying/quality control/prompt intervention

“More visiting from time to time.”

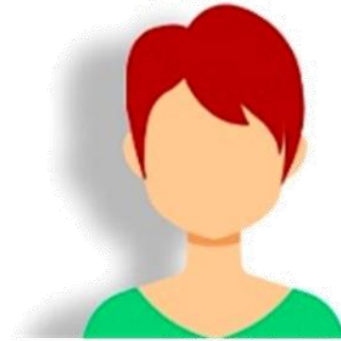
More surveying/quality control/prompt intervention

“Generally residents should have more of a say in matters.”

Residents should be more involved in all services

“Sound proofing.”

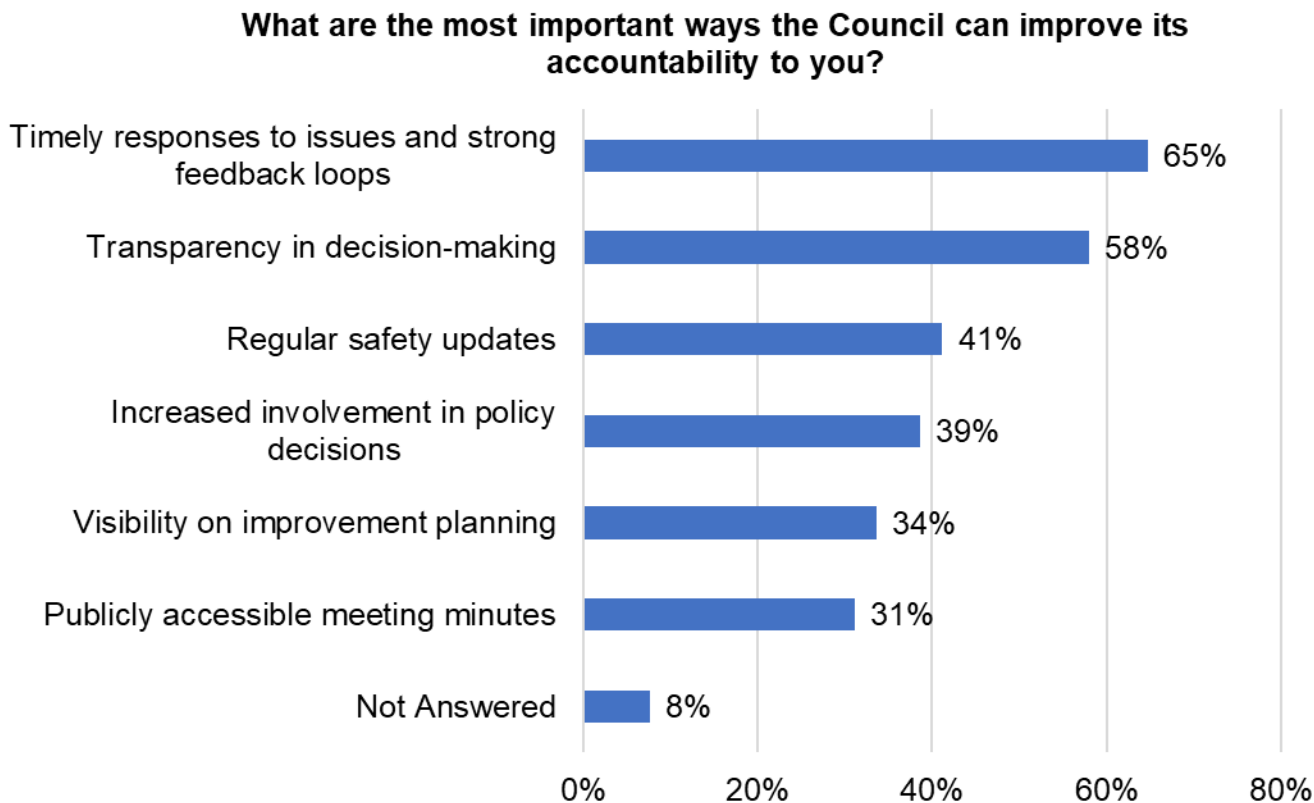
Other areas



Accountability

Respondents were asked what are the most important ways the Council can improve its accountability to them. Respondents were asked to select the two points that are most important to them.

- The two most chosen options were **Timely responses to issues and strong feedback loops (65 per cent)** and **Transparency in decision-making (58 per cent)**.



Base: All respondents (119)

Accountability - comments

Respondents were asked if there are any other ways the Council can improve its accountability to them.

Comments made have been themed and those that received three or more comments are summarised in the table below. Examples of comments made can also be seen on the next page. A full list of comments can also be found in appendix two.

| Theme | Count |
|------------------------------------|-------|
| Timely action/direct communication | 9 |
| Specific issue | 6 |
| More surveying | 3 |
| Listening to residents | 3 |



Accountability- comments

“The lifts.”

Specific issue

“Quicker turnaround times for questions.”

Timely action/direct communication

“To carry on what is being started.”

Timely action/direct communication



“Timely and where necessary early enforcement action.”

Timely action/direct communication

“Communication across departments such as social services.”

Specific issue

“Better information on planned improvements with anticipated installation drawings so that there are no surprises.”

Timely action/direct communication

“It is crucial and valued-to be able to listen to issues expressed by the tenants acted upon.”

Listening to residents

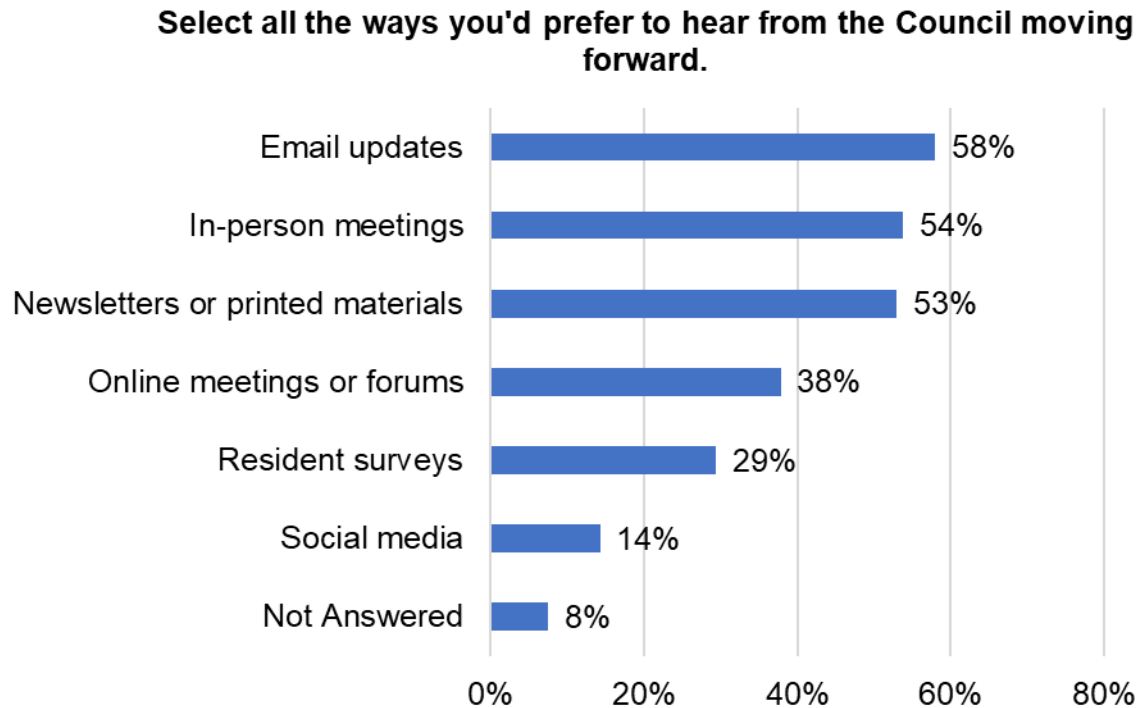


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Communication from the Council

Respondents were asked to select all the ways they would prefer to hear from the Council moving forward.

- The three most chosen options that went over 50 per cent were **email updates (58 per cent)**, in person meetings (**54 per cent**) and **newsletters or printed materials (53 per cent)**
- Over a third (38 per cent) chose **online meetings or forums**



Base: All respondents (119)

Engagement - comments

Respondents were asked if there are any other ways they wish to be engaged with by the Council moving forward.

There were 17 comments on this, therefore it was not possible to create wide themes:

- Five comments talked about **Face to face meetings/visits** as the most engaging method
- Four comments were grouped as **Other ways** with different types of ways mentioned
- Two comments were about **Emails/whatsapp** as a chosen engagement method
- Two comments underlined the need for **More communication from/about RBKC staff**
- Two respondents commented on **Specific cases**
- Two comments indicated **Weekends** as preferred time to be engaged

*“Whatever way is suitable for the topic,
but emails is generally suitable for most
things.”*



“The only way is face to face.”

“Annual council social events.”

*“The website is not functional.
Navigation is difficult, up to dateness.”*

“Mail by post.”



Residents' Summit



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Residents' Summit – Market stall

As part of the Residents' Summit, 9 November 2024, a series of market stalls were present to engage with Council tenants and leaseholders. One such market stall sought to gather feedback from residents on Resident Involvement to help inform the draft Resident Involvement Policy.

Ladder of co-production

A copy of the 'ladder of co-production' was shared with residents and they were asked to identify the types of services or activities that might best fit with the different rungs of the ladder. The results can be seen below:

Co-production (Doing with):

- Repairs
- Recruitment and retraining of staff
- Adaptations

Co-design:

- Use of Community Spaces
- Housing support services
- Focus Groups
- Resident panels and committees

Engagement:

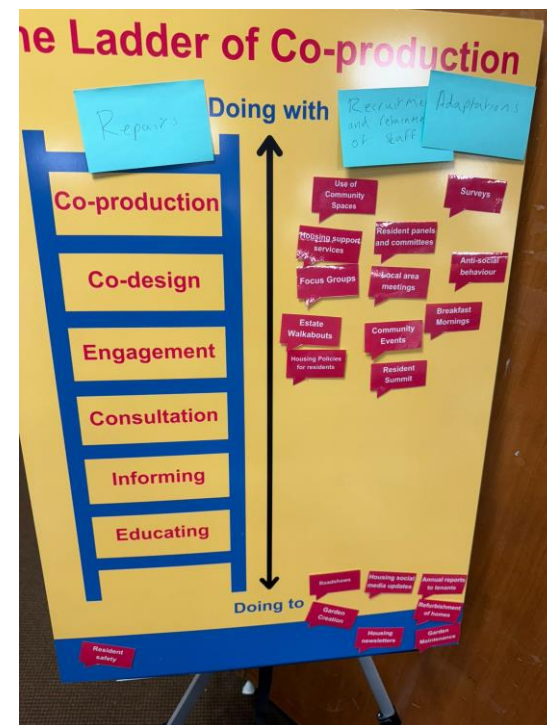
- Local area meetings
- Estate Walkabouts
- Community Events
- Housing Policies for residents
- Resident Summit

Consultation:

- Surveys

Informing:

- Anti-social behaviour
- Breakfast Mornings



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Residents' Summit – Market stall

As part of the Market stall, residents were also asked to give their thoughts on what makes 'meaningful engagement' by writing their thoughts on post-it notes.

Comments made have been themed and those that received two or more comments are summarised in the table below. Examples of comments made can also be seen on the next page. A full list of comments can also be found in appendix three.

| Theme | Count |
|---|-------|
| More timely or quality information/ communication | 6 |
| More listening/action | 4 |
| Council responsiveness (repairs) | 3 |
| Importance of written communication | 3 |
| Tailored approach | 2 |
| Trust | 2 |

Meaningful engagement - comments

“Too much of the communication is ‘just in time’ residents need notice.”

More timely or quality information/
communication

“Meaningful engagement means quality information on every engagement.”

More timely or quality information/
communication



“Meaningful engagement means listening to residents and taking things on board.”

More listening/action

“Meaningful engagement means different things for different people.”

Tailored approach

“Responsiveness to repairs and issues in the home.”

Council responsiveness (repairs)

“Meaningful engagement is better when there’s trust.”

Trust

“I find letters very helpful so I can read through them slowly.”

Importance of written communication



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Residents' Summit – Table discussions

During the Residents' Summit table discussions took place related to areas for improvement identified in the Grenfell Tower Inquiry Report in relation to Kensington and Chelsea's delivery and management of housing. One area that was focused on was **Resident Involvement and Empowerment**. The below summarises the feedback received.

Since 2017, what changes have you noticed in this key aspect of housing management and delivery?

- **Customer service and accountability:** Improve customer service and take responsibility for actions. Ensure timely repairs and keep residents updated. Better communication through emails, newsletters, and updated leaflets.
- **Meetings and engagement:** Too many meetings and forums; need flexible times and better management. Some meetings are inaccessible (e.g. no disabled toilet). Hold more regular meetings to increase engagement and listening to residents. Low engagement from residents and same attendees at events; improve participation.
- **Culture and trust:** Changing culture, but progress is still needed. Loss of trust and low motivation to get involved; ensure follow-through on actions. Previously unheard voices are now listened to, but more involvement is needed.
- **Partnerships and communication:** Strengthen partnerships and improve meeting management. Meetings should address key issues and encourage more resident involvement.
- **Engagement quality:** Improved engagement quality, but still time-consuming. Community conversations are helping resolve issues. No significant change in other borough areas, but progress is being made.

Have any of those changes been for the better?

- **Customer service and staff culture:** Customer service needs improvement: better listening and empathy.
- **Positive culture shift:** Staff are becoming more helpful. South Borough residents feel disempowered and unheard. No meaningful cultural changes at Lancaster West yet.
- **Improvements and engagement:** Positive changes observed, including new fire alarms and excellent grounds maintenance. Housing consultant group and co-design meetings have been effective. Positive feedback on surveys, but more residents need to be involved.
- **Events and participation:** More engaging events (with food and activities) needed for better participation.
- **Quality and structure:** Organisational structure in place, and garden quality is excellent.



Residents' Summit – Table discussions

In your ideal world, what would this key area be like?

- **Resident engagement and support:** Actively listen to residents and ensure commitments are fulfilled. Offer opportunities for training, work experience, and employment. Provide various engagement options, including face-to-face meetings and engagement at home. Increase support for residents with mobility issues and offer psychological support at meetings. Regular Council-resident meetings with frequent updates on issues and actions.
- **Improved communication and inclusivity:** Engage young people for future involvement and diversify engagement methods. Use data for targeted engagement and base consultations on response numbers, not time. Bring back Grenfell Scrutiny to ensure accountability. Provide clear updates and follow through on actions.
- **Co-design and training:** Adopt a co-design and co-production approach in projects. Train both residents and Council staff on meaningful engagement. Ensure engagement is worthwhile for residents and that actions are followed through.
- **Funding and resources:** Clarify new funding for housing stock and allocate more funding for community events. Ensure staff visit estates more frequently.

