Proposed Service Standards

Analysis of resident, stakeholder and staff consultation

June 2023

Putting Communities First Team
The Royal Borough of Kensington and Chelsea
consult@rbkc.gov.uk

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Contents

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Introduction

Background

In September 2020, the Council published its Customer Access Strategy which set out our ambition to make everyone's experience of contacting the Council a positive one – whether that is over the phone, face-to-face or online. The Customer Access Programme was set up to implement the strategy and bought together staff and managers across council services to explore what changes were needed to enable to delivery of the strategy's ambitions.

The aim of this Strategy is to make sure that everyone's day to day experience of contacting the Council is a positive one. It is to make sure that the Council is making people's lives easier. One of the commitments in the strategy was to work with residents to design service standards.

After responding to expressions of interest, a user group consisting of residents and staff was created to explore what matters to them, what good service looks like and adopted a co-design approach to developing service standards together

The service standards have been split into three parts – how residents want to feel when they contact the Council, what the Council needs to do to achieve that and what staff and services need to do. They look at ensuring staff listen and deal empathetically with residents' enquiries, update residents with progress on their enquiry every step of the way and take responsibility and do not pass the buck. Both residents and the Council sought to gather the views of staff on whether they feel the standards hit the right note.

Proposed Service Standards

As a resident, I want to feel:

- seen, heard and listened to
- that you care
- confident that you have understood and made a record/noted what I contacted you about
- that my enquiry or concern will be resolved, or I will get a clear explanation as to why it cannot be
- that I know how to escalate if needed and can do this easily
- that I'm included in making decisions about me
- that my Council is there to help me, or will assist me in finding help

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Introduction

Proposed Service Standards

To achieve this, the Council needs to:

- ensure all staff are aware of and working to a set of behaviours and values
- focus more on resolving residents' issues rather than ticking boxes
- implement systems that manage resident interactions with the Council and share a view of residents
- demonstrate that decisions are made with residents and explain how
- ensure it is reaching all residents especially those who may not know how to contact the Council when they need or for the first time
- earn residents' confidence and trust by improving services and working better together
- use data and resident feedback to regularly review and improve, as part of our efforts in becoming the best Council
- share results and feedback with staff and residents
- ensure processes and systems are resident-focused, regularly reviewed and fixed when broken

and services and staff need to:

- value and encourage resident participation
- have empathy and show they care
- be human, honest, transparent and accountable
- update residents with progress every step of the way
- be enabled to challenge processes or policies for the benefit of residents
- avoid automated responses and "one size fits all" approaches
- ensure residents do not have to make repeat contact to achieve a resolution
- ensure residents feel listened to, heard and confident that action will be taken
- take responsibility and don't pass the buck
- be clear on who is taking responsibility and what the next steps are

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Introduction

Methodology

The six co-design workshops were then followed by wider external consultation with the community and internal engagement with staff. Engagement events started at the end of April and run throughout mid-May 2023 in various local venues. A total number of 223 staff participated in the internal events, and 62 Residents were engaged in the community events.

Staff events focussed on the following questions:

1. Do you feel that the Service Standards are clear and easy to understand? Is there anything you're not sure about?
2. We want to know whether you think there's anything that you might get in the way of us being able to adopt these Standards.
3. What support do you/your Service need to work to these Standards?
4. How do you think we can measure our progress against these Standards?

Residents' events focused on three main questions:

1. Do the Standards cover what you want when you deal with the Council?
2. Do you feel that the Service Standards are clear and easy to understand?
3. How do you think we can measure our progress against these standards?

The questions served as a framework for the engagement sessions conducted. However, the sessions were designed to encourage open discussions to obtain a comprehensive understanding of residents and staffs' perspectives and experiences. Therefore, the themes that emerged may not necessarily address the exact questions posed. Nonetheless, the insights gathered from these sessions were invaluable in gathering the views of residents and Council staff on the proposed Service Standards.

THE ROYAL BOROUGH OF
**KENSINGTON
AND CHELSEA**

Introduction

Methodology

A more formal consultation was launched involving a survey of the Council's staff and a survey of residents and stakeholders more generally. The survey was promoted via a variety of avenues, including the Council's Consultation and Engagement Hub, social media posts, e-newsletters and K&C Live. In total, 59 residents and 53 staff responded to the formal consultation. This report contains the findings from the formal consultation and summaries of the key themes that emerged from the more qualitative events and conversations.

Appendices

A number of appendices are available on request. These include fuller reports on external and internal events and all comments to open questions from resident and staff surveys.

Acknowledgements

The Council would like to thank all residents, stakeholders and the Council's staff that took the time to provide feedback on the proposed Service Standards.

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Results at a glance

Results at a glance

The below is a summary of the findings from all the consultation and engagement activities undertaken as part of understanding residents, stakeholders and staff views on the proposed Service Standards. More detail can be found in the body of the report.

Current experience of contacting the Council

- Feedback from the resident/stakeholder survey, indicated that at least a third of respondents 'always' or 'mostly' felt:
    - Seen, heard and listened to
    - That the Council cares
    - That the Council understood what they contacted them about

- However around a third, indicated they 'rarely' or 'never' felt:
    - Their enquiry or concern was resolved or received a clear explanation for why it could not be
    - That they knew how to escalate their enquiry or concern if they needed to
    - That they could escalate their enquiry or concern easily
    - Included in the decisions about them/their families
    - That the Council was there to help them, or assisted them in finding help

- During events/meetings with residents and stakeholders, participants reported:
    - Staff lacked empathy and clarity when responding to residents' requests
    - Turnover of staff can impact on efficiency of processes/requests
    - Experience of silo working
    - Council staff did not always communicate in a manner that suits residents' needs and preferences

Clarity of proposed Service Standards

- The majority of respondents to both the resident/stakeholder survey and staff survey felt that the Service Standards were written in language that was clear and easy to understand. In staff sessions this was also the case.
- There were suggestions made to make the Service Standards visible in Council offices and available in a range of community languages.

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Results at a glance

Additions to the Service Standards

- Almost as many respondents to the resident/stakeholder survey wanted to see additions to the Service Standards, as those who did not. The most mentioned theme of the comments was more proactive work from staff to solve residents' issues.
- Over a third of those responding to the staff survey wanted to see additions to the standards. The most common theme was developing staff's skills and knowledge to deliver the standards.

Accountability

- Half of respondents (30) to the resident/stakeholder survey felt the standards would help them hold the Council to account, with a further 16 feeling it would help in part.

Delivering against the standards

- Respondents to the staff survey were asked to highlight any barriers that would get in the way of achieving the standards. The most common themes included: Silo working, lack of training for staff and managers and staff not being proactive with service users.
- Those attending the staff events highlighted possible barriers too, including: Silo working, staff accountability, turnover of staff, managing expectations and leadership buy in.
- Staff also highlighted the support Services and staff need to meet the standards, including: training for staff and managers, regular one to ones, management support and improved communication.

Monitoring and measuring progress

- The most popular suggestions from those responding to the resident/stakeholder survey for monitoring and measuring progress against the standards were 'residents satisfaction surveys' and 'monitoring and analysing complaints data'.
- The most popular suggestions from those responding to the staff survey were 'residents satisfaction surveys' and 'monitoring and analysing monitoring and analysing positive, neutral and negative feedback'.

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Results at a glance

Improving interactions with residents

- Participants in the resident/stakeholder events made a variety of suggestions as to how the Council could improve interactions with residents, including:
    - Training for staff
    - Improved communication skills
    - Reducing silo working
    - Less automated responses
    - Digitalising information to avoid repetition
    - Clearer guidance on the complaints procedure.

- Staff attending internal sessions also made a variety of suggestions, some of which were similar, suggestions included:
    - More engagement/contact between staff and residents
    - Digitalising residents' data
    - Reducing silo working
    - Regularly reviewing processes
    - Reviewing complaints procedure
    - Staff being more proactive to support residents

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Resident
and stakeholder survey

Resident and stakeholder survey - Introduction

Background

Following the co-design process, a survey was launched to gather the feedback of residents and stakeholders on the proposed service standards.

Consultation methodology and report

An online survey was promoted via a variety of avenues, including the Council's Consultation and Engagement Hub, social media posts and e-newsletters. The exercise opened on 17 April 2023 and closed on 21 May 2023 with a total of 59 responses.

This report contains an analysis of respondents' views. Where graphs are shown actual numbers of responses are included, rather than percentages as this can be misleading with a smaller base. Where graphs do not add up to the total number of respondents, this may be due to respondents not answering a question or where respondents have been able to select more than one response to a question.

A separate appendix report is available on request, which details all comments made by respondents to the questions within the survey.

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Resident and stakeholder survey - Analysis

Council experience

Respondents were asked about their experience when contacted the Council in the last 12 months and to what degree they felt the following:
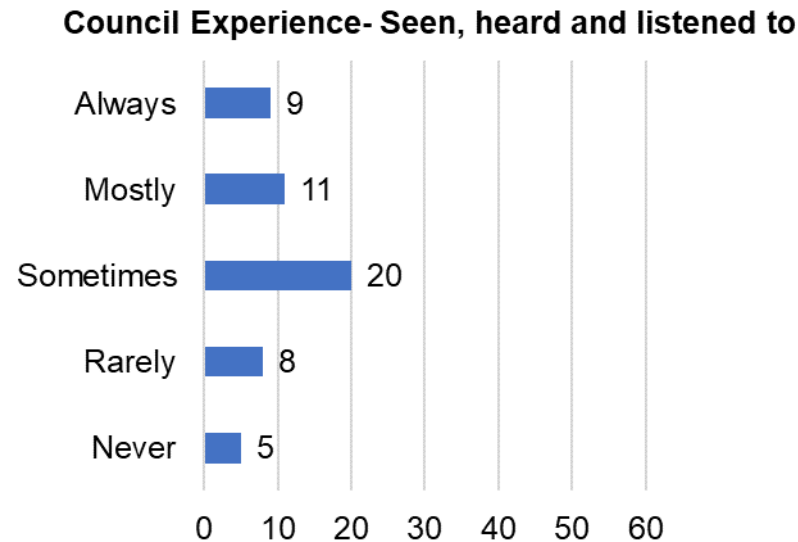
- Seen, heard and listened to
- That the Council cares
- Confident that the Council made a record/noted what you contacted them about
- That your enquiry or concern was resolved, or that you received a clear explanation as to why it could not be
- That you knew how to escalate your enquiry or concern if you needed to
- That you could escalate your enquiry or concern easily
- That you were included in decisions about you/your family
- That the Council was there to help you, or assisted you in finding help

Council experience - Seen, heard and listened to

Respondents were asked if they felt seen, heard and listened to when contacted the Council in the last 12 months.

- Around a third (20) of respondents 'always' or 'mostly' felt seen, heard and listened to when they contacted the Council
- The same number (20) 'sometimes' felt seen, heard and listened to
- However, 13 respondents 'never' or 'rarely' felt seen, heard and listened to
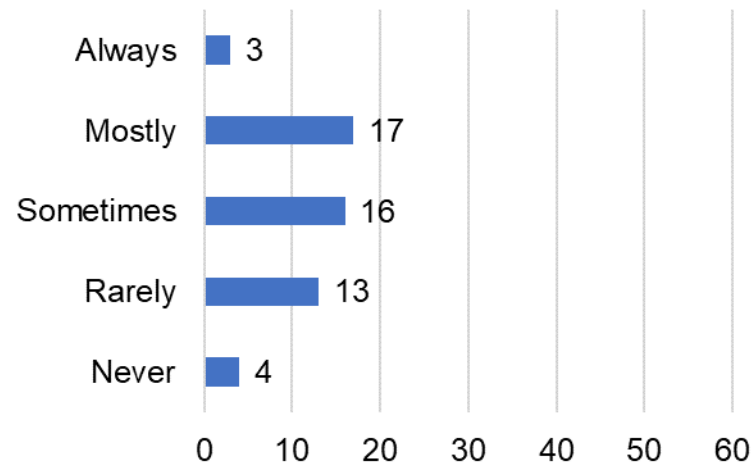
Council Experience- Seen, heard and listened to

Category	Value
Always	9
Mostly	11
Sometimes	20
Rarely	8
Never	5

Base: All respondents (59)

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Council experience – A caring Council

Respondents were asked if they felt that the Council cares when they contacted the Council in the last 12 months.

- Around a third (20) of respondents 'always' or 'mostly' felt that the Council cares when they made contact
- Slightly less (16) 'sometimes' felt that the Council cares
- However, 17 respondents 'never' or 'rarely' felt that the Council cares

Council Experience- That the Council cares

Response	Value
Always	3
Mostly	17
Sometimes	16
Rarely	13
Never	4

Base: All respondents (59)

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Council experience – Understanding Council

Respondents were asked if they felt confident that the Council understood what they contacted them about.

- Around half (29) of respondents 'always' or 'mostly' felt that the Council understood what they contacted them about
- A total of 14 'sometimes' felt that the Council understood what they contacted them about
- However, 12 respondents 'never' or 'rarely' felt that the Council understood

Council experience - Confident that the Council understood what you contacted them about

| Response	Value
Always	9
Mostly	20
Sometimes	14
Rarely	9
Never	3
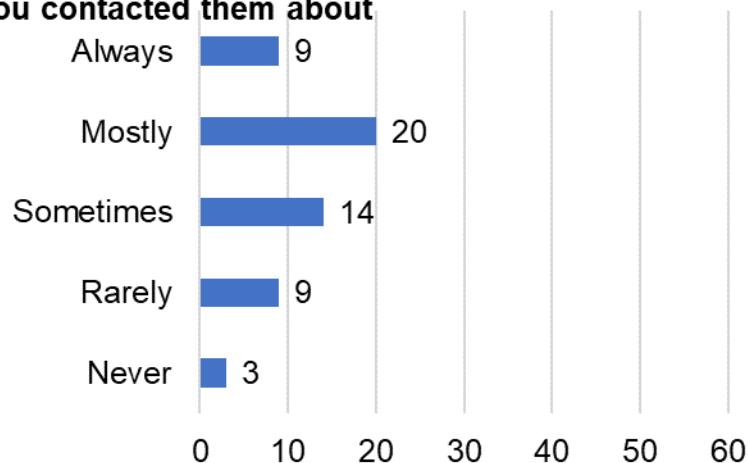
Base: All respondents (59)

Council experience - Query resolution

Respondents were asked if they felt their enquiry or concern was resolved or received a clear explanation for why it could not be.

- A total of 14 respondents 'always' or 'mostly' felt their enquiry or concern was resolved or received a clear explanation for why it could not be
- Around a third (21) 'sometimes' felt this way
- However, around a third of respondents (19) 'never' or 'rarely' felt their enquiry or concern was resolved or received a clear explanation for why it could not be

Council experience - That your enquiry or concern was resolved, or that you received a clear explanation as to why it could not be

| Category	Value
Always	4
Mostly	10
Sometimes	21
Rarely	14
Never	5
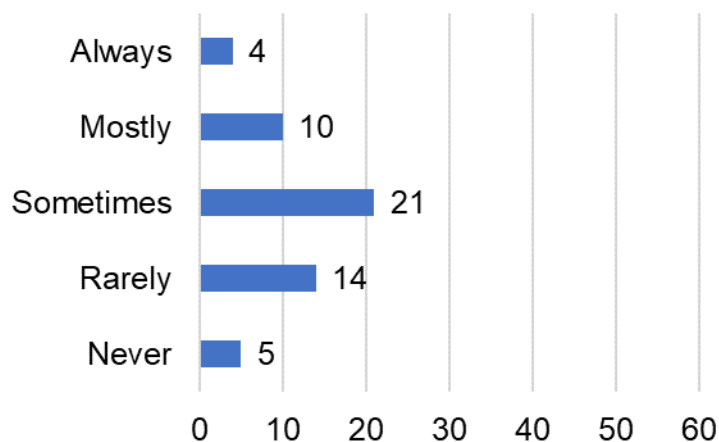
Base: All respondents (59)

Council experience – Knowledge of enquiry escalation

Respondents were asked if they knew how to escalate their enquiry or concern if they needed to.

- A total of 13 respondents 'always' or 'mostly' knew how to escalate their enquiry or concern if they needed to
- A total of 16 'sometimes' knew how to escalate their enquiry or concern
- However, around a third of respondents (18) 'never' or 'rarely' knew how to escalate their enquiry or concern

Council experience - That you knew how to escalate your enquiry or concern if you needed to

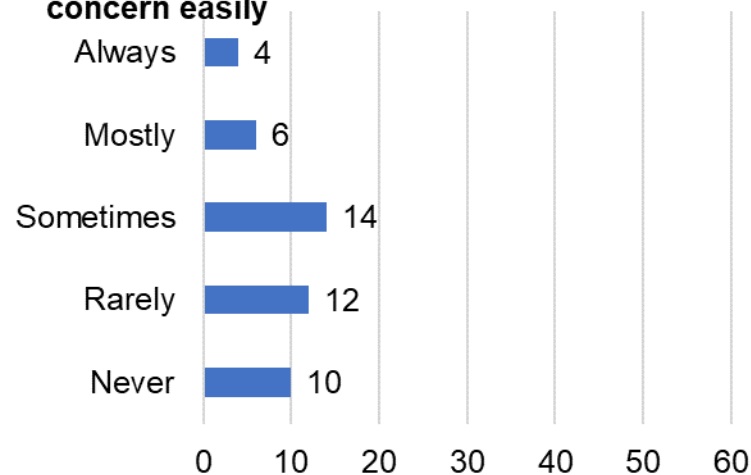| Category	Value
Always	6
Mostly	7
Sometimes	16
Rarely	8
Never	10
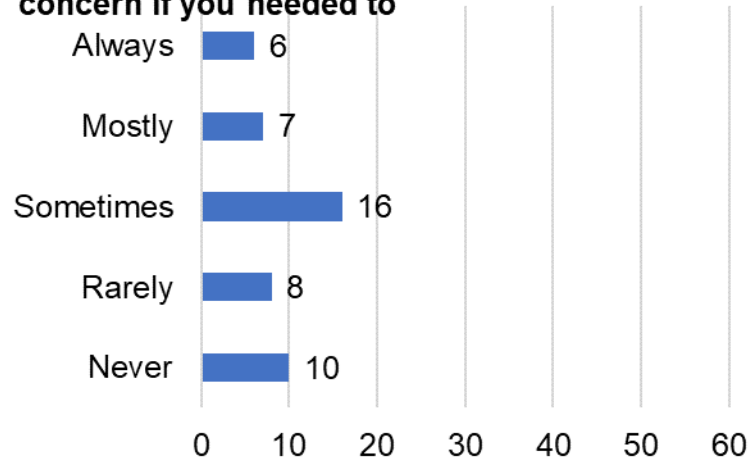
Base: All respondents (59)

Council experience - Ease of escalation

Respondents were asked if they felt that they could escalate their enquiry or concern easily.

- Ten respondents 'always' or 'mostly' felt that they could escalate their enquiry or concern easily
- A total of 14 'sometimes' felt that they could escalate their enquiry or concern easily
- However, over a third of respondents (22) 'never' or 'rarely' knew how to escalate their enquiry or concern

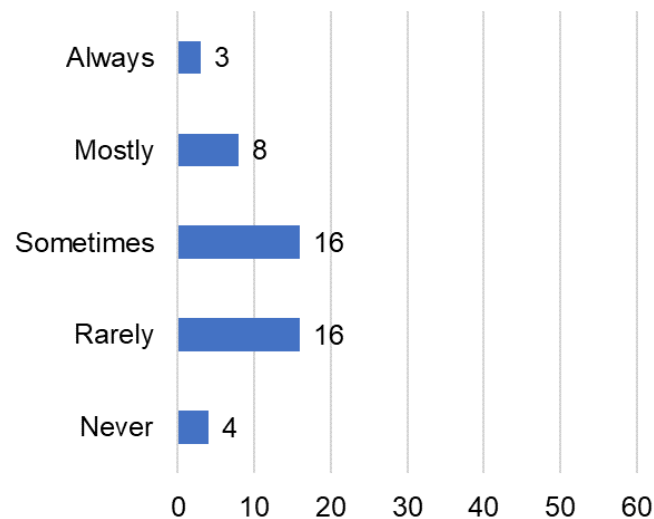**Council experience - That you could escalate your enquiry or concern easily**

Category	Value
Always	4
Mostly	6
Sometimes	14
Rarely	12
Never	10

Base: All respondents (59)

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Council experience - Included in decision making

Respondents were asked if they felt included in decisions about them/their families.

- Eleven respondents 'always' or 'mostly' felt included in decisions about them/their families
- A total of 16 'sometimes' felt included in decisions
- However, around a third of respondents (20) 'never' or 'rarely' felt included in decisions about them/their families

Council experience - That you were included in decisions about you/your family

Category	Value
Always	3
Mostly	8
Sometimes	16
Rarely	16
Never	4

Base: All respondents (59)

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Council experience - That the Council was there to help

Respondents were asked if they felt that the Council was there to help or assisted them in finding help.

- A total of 15 respondents 'always' or 'mostly' felt that the Council was there to help or assisted them in finding help
- A total of 17 'sometimes' felt that the Council was there to help or assisted them in finding help
- However, around a third of respondents (19) 'never' or 'rarely' felt that the Council was there to help or assisted them in finding help

Council experience - That the Council was there to help you, or assisted you in finding help
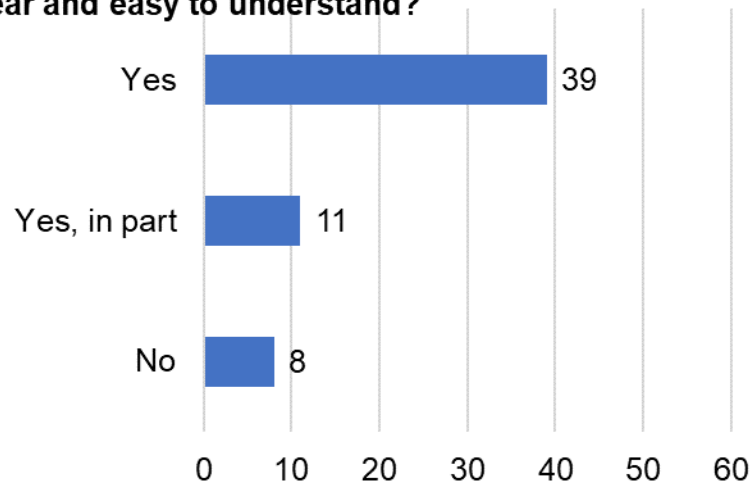
Category	Value
Always	4
Mostly	11
Sometimes	17
Rarely	11
Never	8
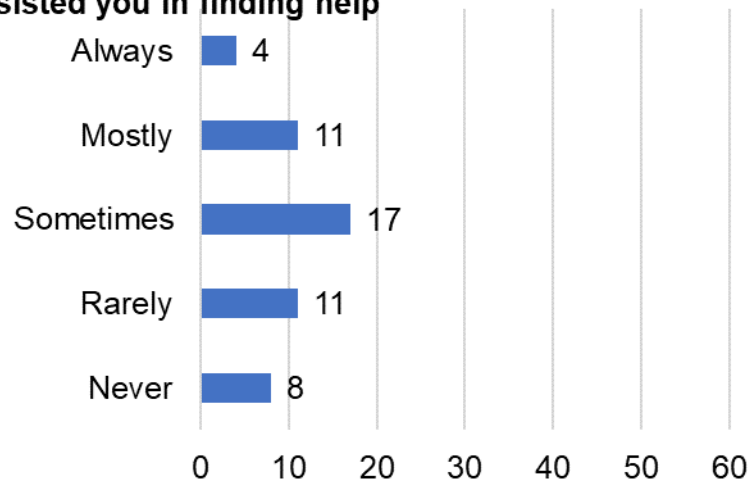
Base: All respondents (59)

Proposed Service Standards - Language

Respondents were asked if the Service Standards were written in language that was clear and easy to understand.

• Most respondents selected 'yes' for their answer, 39 respondents said that the language is clear and easy.
• The answer 'yes, in part' was selected by 11 respondents to indicate that the Service Standards are easy to understand but only in part.
• Eight felt that the Service Standards language is unclear and difficult to understand.

Do you feel the Service Standards are written in language that is clear and easy to understand?

Response	Count
Yes	39
Yes, in part	11
No	8

Base: All respondents (59)

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Proposed Service Standards - Language

Those that selected 'yes, in part' or 'no' were asked to explain why or to give any suggestions to make the standards easier to understand. There were 12 comments to this question.

Comments made have been themed and are summarised in the table below. Examples of comments can also be seen on the next page, and the full list of themes and comments found in the appendices.

Theme	Count
Improve accessibility	5
The Service Standards are not clear and easy to understand	4
Service Standards are clear, but unclear instructions on how to achieve them	1
Include the wait time for calls	1
Improve consultations and engagement with residents	1
Other	1

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Proposed Service Standards - Making the standards easier to understand

"It is written in English but sometimes is not easy to understand"

The Service Standards are not clear and easy to understand

"Service standards do not seem to include the wait time for service calls."

Include the wait time for calls

"There are still those who are unable to read English, so are unable to read"

Improve accessibility

"Take out vague stuff about caring. Service standards are best when concrete rather than generalised. More emphasis please on efficiency which does not mean that a letter has been promptly sent but deals with the problem. Standards are easy to understand but what matters is implementation."

Service Standards are clear, but unclear instructions on how to achieve them

"Not clear and easy to understand."

The Service Standards are not clear and easy to understand

"We are not properly consulted as residents."

Improve consultations and engagement with residents

Proposed Service Standards - Additions

Respondents were asked if there was anything else they would like to see in the Service Standards. The most common answer was 'no' 25 respondents chose it. Whereas 23 respondents stated that are other things they would like to see in the Service Standards.

Is there anything else you would like to see in the Service Standards?

Response	Count
Yes	23
No	25

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA
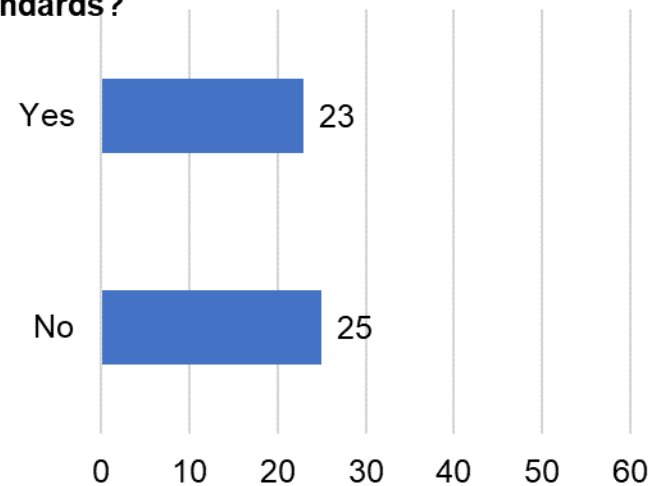
Proposed Service Standards - Additions

Those that selected 'yes' and expressed that they had comments/suggestions that they would like to see in the Service Standards were asked to state what they would like to see. There were 23 comments to this question.

Comments made have been themed and themes with two or more comments are summarised in the table below. Examples of comments can also be seen on the next page, with the full list of themes and comments found in the appendices.

| Theme	Count
More proactive work from staff to solve residents' issues	8
Keep residents involved in decision-making	5
Improve accessibility for available support	5
Digitalise information/repair requests to avoid repetition and ensure effective communication	2
Improve the complaints process	2

Proposed Service Standards – Comments on additions

"I have the feeling that the council acknowledged my complaint and answered in relatively short time with a generic answer. The problem itself has rarely been resolved. Like unattended roadworks"

More proactive work from staff to solve residents' issues

"That residents should be consulted early - as a minimum at the same time as other external bodies but preferably earlier. Too often residents are the last to find out."

Keep residents involved in decision-making
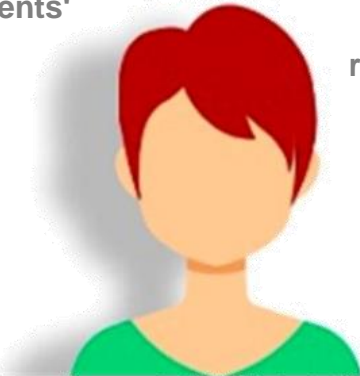
"Update software so that the trail of repairs is easy for the customer service operative to enter and review information from both sides.
Hire more staff so that queries are dealt with quickly and don't fall through the cracks.
Enable one customer service operator or two to deal with each enquiry until completion."

Digitalise information/repair requests to avoid repetition and ensure effective communication

"Confirmation that what is on record is correct for people - every time I call, I have to explain my situation and that I am a shared owner, resident leaseholder and we go round the same circles establishing that I do live in the property and have authority to make this call - I am unsure why this information is not on the Council system in a way that when I call it is visible.
Having a simple and easy way to make a complaint when the person you've liaised with hasn't met the standards is also really important"

Improve the complaints process

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA
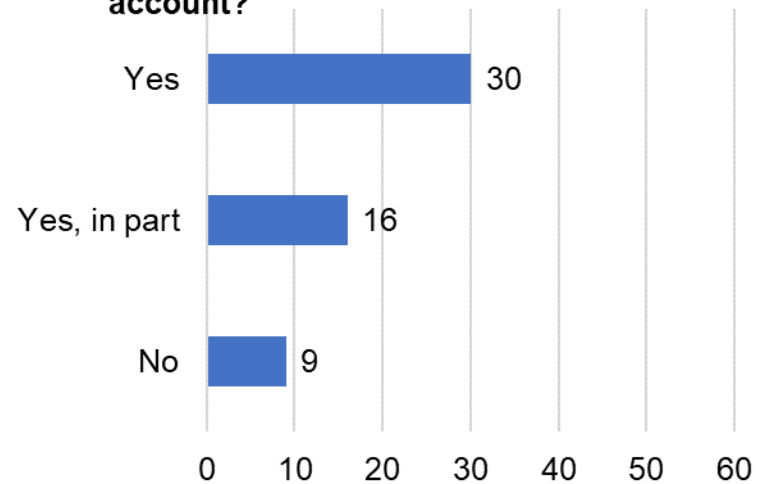
Proposed Service Standards - Accountability

Respondents were asked if they thought the Standards will help them hold the Council to account. The majority said 'yes' (30), 16 said 'yes' but only partially and nine selected no for their answer.

Do you think these standards will help you hold the Council to account?

Proposed Service Standards - Accountability

Those that selected 'yes, in part' or 'no' were given the opportunity the explain their answers. There were 14 comments to this question.

Comments made have been themed and are summarised in the table below. Examples of comments can also be seen on the next page, with the full list of themes and comments found in the appendices.

Theme	Count
The answer to this is uncertain at this point	7
Unlikely that the Council will be held accountable	6
It is likely that these standards will hold the Council accountable	1
The standards are good	1

Proposed Service Standards - Accountability

"Nobody listens, just tick the boxes."

Unlikely that the Council will be held accountable

"Can't see the council changing. Have seen so many of these exercises in the past."

Unlikely that the Council will be held accountable

"Good piece of work."

The standards are good

"It's a start, but I believe that there is a long standing and embedded culture of deflecting difficult or complex problems, shuffling them sideways, or throwing them into the "too hard basket". I'm not sure that the Council is willing to dedicate resources necessary to change this culture throughout the organisation."

The answer to this is uncertain at this point

"Have to wait and see."

The answer to this is uncertain at this point

"It will depend on what changes!"

The answer to this is uncertain at this point

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Proposed Service Standards - Monitoring progress

Respondents were asked about the best ways to measure progress in working to these standards, respondents were able to select as many answers as they wished. The most selected method to measure the process was 'resident satisfaction survey responses' (47), the second most selected answer was 'monitoring and analysing complaints data' (37), 35 chose 'monitoring and analysing positive, neutral and negative feedback' as their preferred method of monitoring progress.
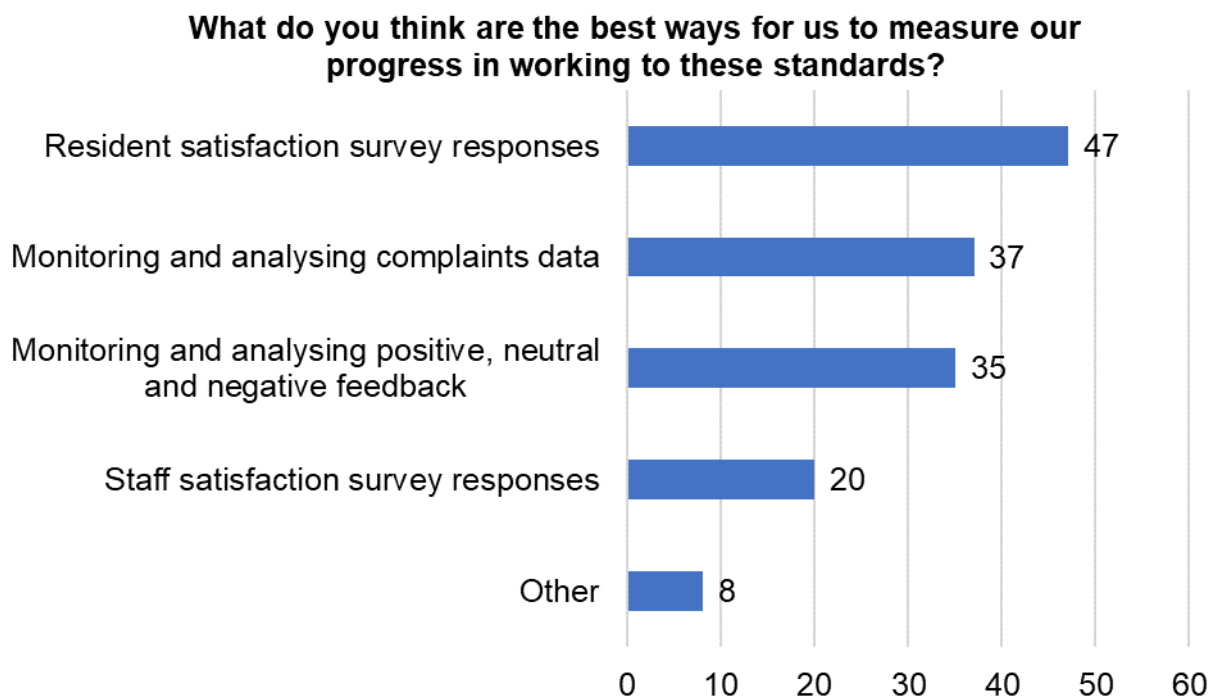
What do you think are the best ways for us to measure our progress in working to these standards?

Response	Count
Resident satisfaction survey responses	47
Monitoring and analysing complaints data	37
Monitoring and analysing positive, neutral and negative feedback	35
Staff satisfaction survey responses	20
Other	8

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Base: All respondents (59)

31

Proposed Service Standards - Other ways to measure progress

Respondents were given the opportunity to share other ways to measure the progress in working to these standards. There were 12 comments to the question.

Comments made have been themed and are summarised in the table below. Examples of comments can also be seen on the next page, with the full list of themes and comments in the appendices.

Theme	Count
More engagement with residents	6
A central contact for requests	2
Resolution of issues	1
Improve complaint and online forms system	1
Transparency	1

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Proposed Service Standards – Other ways to measure progress

"Follow up with person who logged fault / repair to see if matter has been resolved and if not follow up in an effort to resolve."

A central contact for requests

"Look at outcomes and look at the way you measure staff targets. Overall your online forms and complaints systems. Ensure the form filling is designed to be easy for residents to fill in rather than easy for council. E.G. a standard that ensured all forms were fit for purpose would be welcome. The tick form for big rubbish removal is ludicrously complicated and can not possibly cover every item that one would like the council to remove for an increasingly large fee. There is no longer any box where one can enter an item which is not on the list and therefore one has to spend ages deciding what box approximates most nearly the item you wish to be removed. It is v frustrating and time consuming."

Improve complaint and online forms system

"A central contact so that feedback can be given. You could then monitor which department is working well."

A central contact for requests

"Be transparent."

Transparency

*"Resolution of issues people have contacted you about.
Monitoring and analysing the number of calls people have had to make to get something resolved."*

Resolution of issues

"Speak to people."

More engagement with residents

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

33

Profile of respondents

Respondents were asked a series of questions about themselves, to understand who had responded to the consultation.

What is your sex?

Male	19
Female	38
Prefer not to state	0

Is the gender you identify with the same as your sex registered at birth?

Yes	53
No	0
Prefer not to state	0

Base: All respondents (59)

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Profile of respondents

Which of the following best describes your sexual orientation?

Category	Value
Straight/Heterosexual	39
Gay or Lesbian	2
Bisexual	0
Prefer not to state	3
Other sexual orientation	1
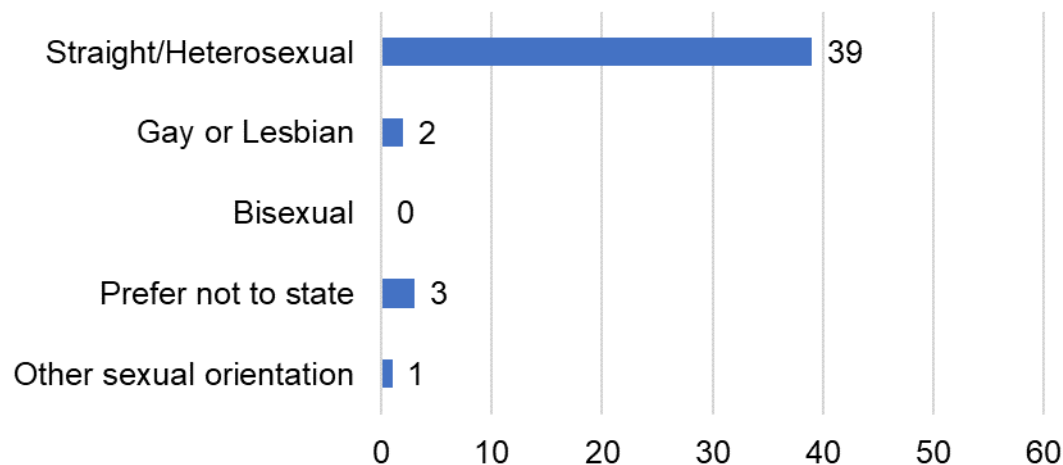
Which age group do you belong to?

Age group	Value
Under 18	0
18 to 24	0
25 to 34	1
35 to 44	4
45 to 54	5
55 to 64	16
65 to 74	16
75 plus	10
Prefer not to state	3

Base: All respondents (59)

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Profile of respondents

How do you describe your ethnic origin?

Ethnicity	Count
White - English/Welsh/Scottish/Northern Irish/British	28
White - Irish	2
White - Other European	10
Any other White background	1
Black or Black British - African	2
Black or Black British - Caribbean	2
Asian or Asian British - Indian	4
Asian or Asian British - Pakistani	1
Any other Asian background	2
Mixed/multiple ethnic groups - White and Black African	1
Other ethnic group - Moroccan Arab	2
Other ethnic group - Other Arab	1

Graph only shows ethnicities where a response was received for

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA
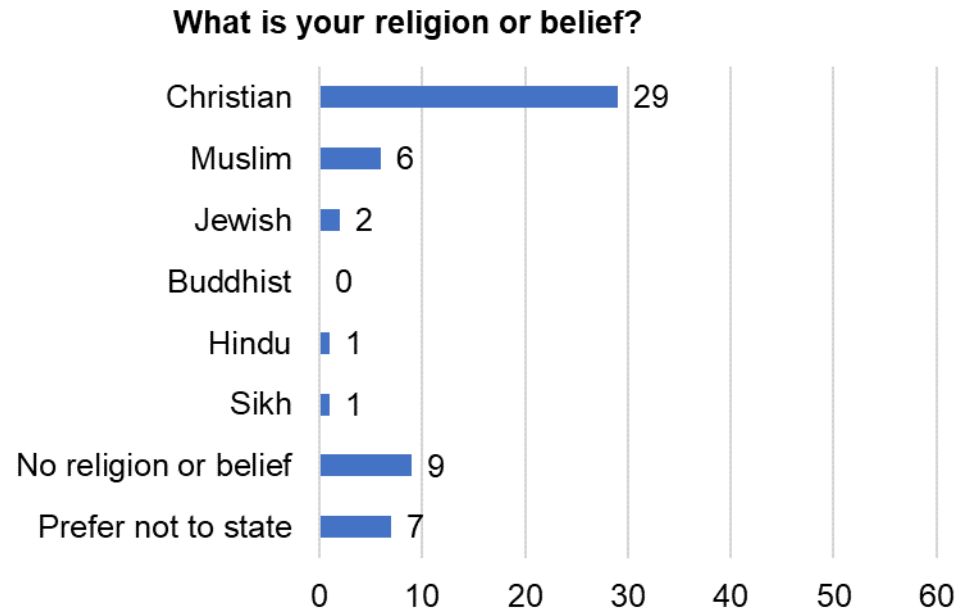
Base: All respondents (59)

Profile of respondents

What is your religion or belief?
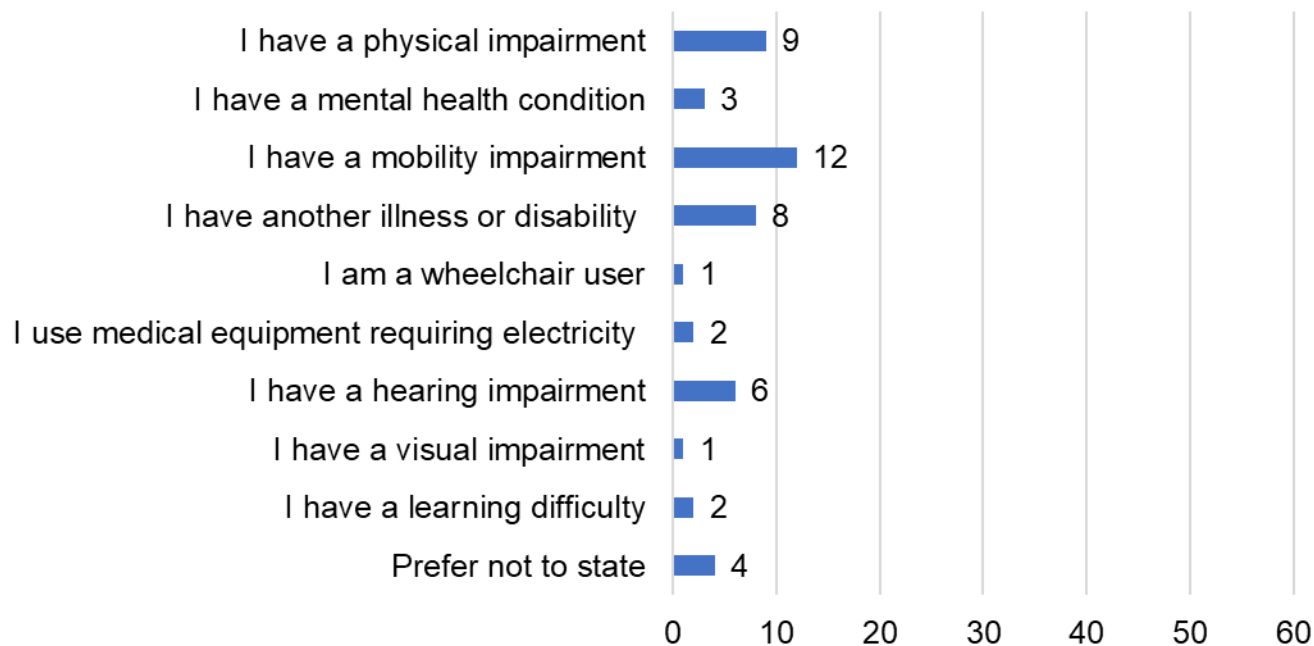
Profile of respondents

Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?

Yes	23
No	28
Prefer not to state	3
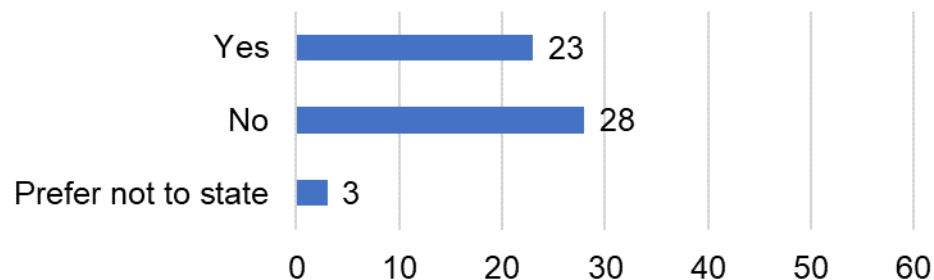
If yes, what is the nature of your physical or mental health condition or illness?

I have a physical impairment	9
I have a mental health condition	3
I have a mobility impairment	12
I have another illness or disability	8
I am a wheelchair user	1
I use medical equipment requiring electricity	2
I have a hearing impairment	6
I have a visual impairment	1
I have a learning difficulty	2
Prefer not to state	4

Base: All respondents (59)

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Proposed Service Standards – Staff Survey

Staff survey - Introduction

Background

Following the co-design process, a survey was launched to gather the feedback of staff on the proposed service standards.

Consultation methodology and report

An online survey aimed at Council staff was promoted via internal staff newsletters, bulletins and via KCnet (Council's intranet). The exercise opened on 17 April 2023 and closed on 21 May 2023.

A total of 53 surveys were returned by the deadline.

This report contains an analysis of respondents' views. Where graphs are shown actual numbers of responses are included, rather than percentages as this can be misleading with a smaller base. Where graphs do not add up to the total number of respondents, this may be due to respondents not answering a question or where respondents have been able to select more than one response to a question.
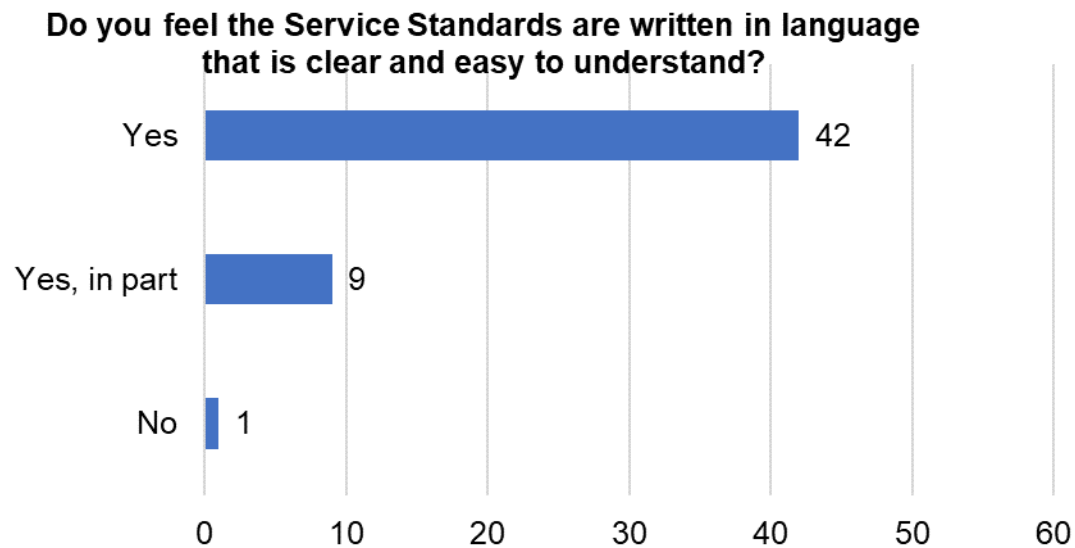
A separate appendix report is available on request, which details all comments made by respondents to the questions within the survey.

THE ROYAL BOROUGH OF
**KENSINGTON
AND CHELSEA**

Staff survey - Language

Staff were asked if the Service Standards were written in language that was clear and easy to understand.

•More than 40 members of staff selected yes for their answer.
•Nine staff members said that the Service Standards are easy to understand but only in part.
•Only one felt that the Service Standards language is unclear and difficult to understand.

Do you feel the Service Standards are written in language that is clear and easy to understand?

Response	Value
Yes	42
Yes, in part	9
No	1

Base: All respondents (53)

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Staff survey - Language

Those that selected 'yes, in part' or 'no' were asked to explain why or to give any suggestions to make the standards easier to understand. There were 11 comments to this question.

Comments made have been themed and are summarised in the table below. Examples of comments can also be seen on the next page, and the full list of themes and comments found in the appendices.

Theme	Count
Unclear instructions on how to achieve the Service Standards	6
Use clear and concise language	4
The Service Standards are clear	2
Make the Service Standards available in other languages	1
Show more care and empathy	1
Be honest and transparent	1

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Staff survey – Suggestions for making the standards easier to understand

"Yes, it highlights a vision for delivery and how to achieve it."

The Service Standards are clear

"Use plain and simple wording. omit the use of acronyms they mean nothing to anyone who doesn't work for the council."

Use clear language

"Probably need to use crystal mark to have a look at the final standards and obviously make available in community languages."

Make the Service Standards available in other languages

"Reduce the number of bullet points to a maximum of eight per section by consolidating a couple of items to make single e.g.

have empathy and show they care be human, honest, transparent and accountable

Becomes be empathetic, human, caring, and honest.

Show more care and empathy

"Yes, but isn't detailed enough for staff to action. Internally we should have standardised recommendations for teams to use for things like mailboxes that teams manage that handle public enquiries."

Unclear instructions on how to achieve the Service Standards

"I don't know how we will contact those that could also benefit from our services - we say we will - but how do we do it? Who will do it?

Unclear instructions on how to achieve the Service Standards

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

43

Staff survey – Additions to the Service Standards

Respondents were asked if there was anything else they would like to see in the Service Standards. Less than half of the respondents said there are other things they would like to see in the Service Standards (21 respondents). More than half of the respondents (31) said there was nothing else they would like to add to the standards.

Is there anything else you would like to see in the Service Standards?

Response	Count
Yes	21
No	31
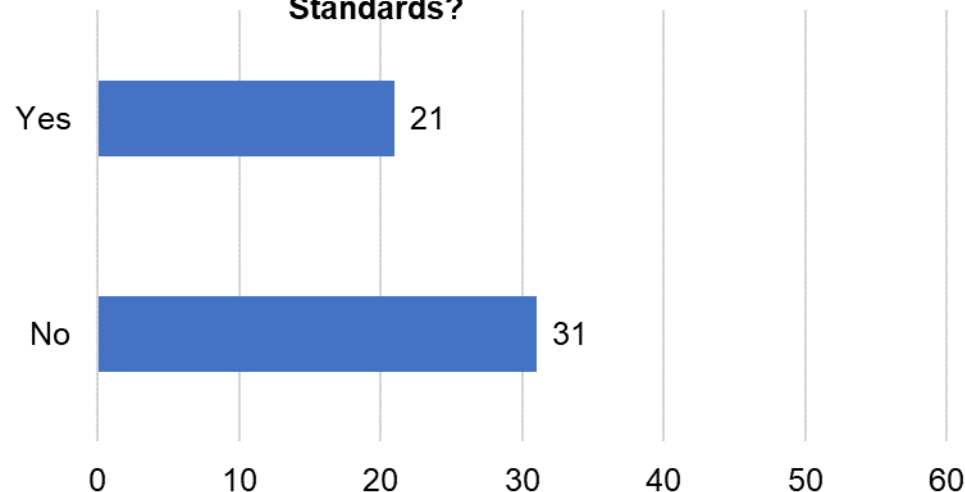
Base: All respondents (53)

Staff survey – Additions to the Service Standards

Those that selected 'yes' and expressed that they have comments/suggestions that they would like to see in the Service Standards were asked to state what they would like to see. There were 20 comments on this question.

Comments made have been themed and are summarised in the table below. Examples of comments can also be seen on the next page, with the full list of themes and comments found in the appendices.

Theme	Count
Develop staff's skills/knowledge to deliver the Service Standards	8
Improve accessibility for available support and Council teams	5
More proactive work relations between Council services and teams	2
Timeframes for responses	2
Create a complaint guide	1
Set measurements for the effectiveness of the Service Standards	1
Businesses' and visitors' views should be included	1

Staff survey – Additions to the Service Standards

"Accessibility of services for residents - Commitment on ensuring disabled residents, older residents and other residents with accessibility issues. Reasonable adjustments.
Service standards should be clear on what is available and how to contact.
Service standards should also be clear on resident expectations and next steps - Compliments/Complaints."

Improve accessibility for available support and Council teams

"We need more support to address needs of customers with various mental health issues."

Develop staff's skills/knowledge to deliver the Service Standards

"To treat our colleagues with dignity and respect - often this is the missing link to work in a joined up manner with other services - we are far too siloed to understand our policies and processes, so we know what can and cannot be challenged."

More proactive work relations between Council services and teams

"The Council needs to ensure it's staff have the required skills and/or learning/development opportunities to deliver the required service standards."

Develop staff's skills/knowledge to deliver the Service Standards

"Process charts for how complaints can be escalated and handled through the organisation, and an internal facing list of the 10 most common raised issues by the public that can be broadcast back to the organisation for to inform and guide."
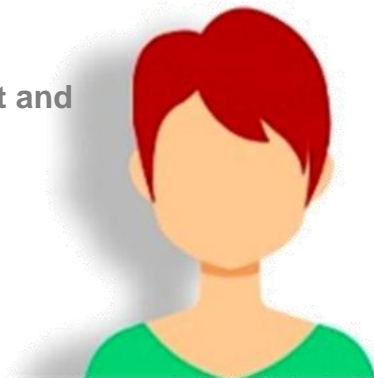
Create a complaint guide

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Staff survey - Monitoring our progress

Respondents were asked about the best ways to measure progress in working to these standards, respondents were able to select as many answers as they wished. The most selected method to measure the process is 'resident satisfaction survey responses' (42), the second most selected answer is 'monitoring and analysing positive, neutral and negative feedback' (40).

What do you think are the best ways for us to measure our progress in working to these standards?

Answer	Value
Resident satisfaction survey responses	42
Monitoring and analysing positive, neutral and negative feedback	40
Monitoring and analysing complaints data	37
Staff satisfaction survey responses	33
Other	11

Base: All respondents (53)

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA
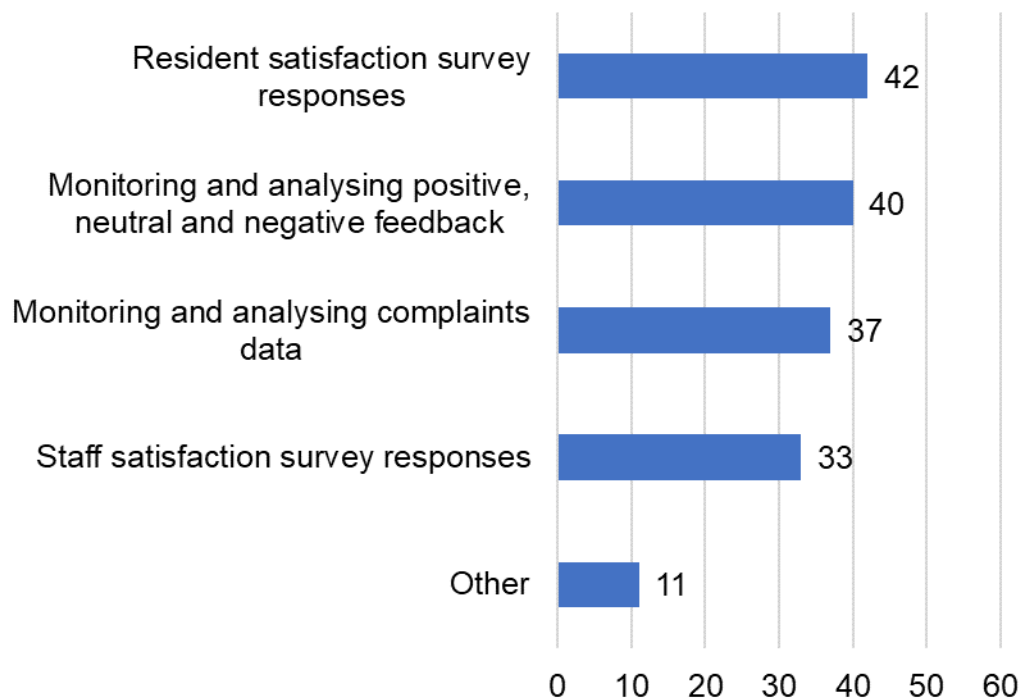
Staff survey - Other ways to measure progress

Respondents were given the opportunity to share other ways to measure the progress in working to these standards. There were 20 comments on this section.

Comments made have been themed and are summarised in the table below. Examples of comments can be seen on the next page, with the full list of themes and comments in the appendices.

Theme	Count
Gather qualitative feedback	7
Monitoring/reviewing progress	5
Develop and monitor staff skills/knowledge to deliver the Service Standards	3
Digitalise repair requests to ensure that the repairs are monitored and checked	1
Employ external counselling professionals to lead/monitor improvement	1

Staff survey - Other ways to measure progress

"Perhaps introducing a service that is separate to the Council that leads improvement. I think there are some levels of distrust when it comes to a Council that monitors and improves itself, as it reinforces hierarchies and the decision making stays tiered. An external service that monitors procedures does not have senses of loyalty to bad faith actors, or have to worry about speaking out against higher powers.

Employ external counselling professionals to lead/monitor improvement

"Separate focus groups of staff and residents."

Gather qualitative feedback

"Monitoring sentiment about the Council from residents reflected in the public domain, e.g. on social media and through media coverage."

Monitoring/reviewing progress

"More emphasis on qualitative feedback from surveys and focus groups."

Gather qualitative feedback

"Specific things to monitor e.g. how many times residents have to contact us about the same issue, number of different services a resident has to speak to before their issue is resolved, percentage of interactions that staff feel able to deal with because they have all the information."

Monitoring/reviewing progress

"Digitalise the repairs reporting and managing service, so repairs can be tracked, monitored and checked by residents and staff as 'updating tenants every step of the way' is unrealistic and not achievable.

Digitalise repairs requests to ensure that the repairs are monitored and checked

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Staff survey - Barriers and ways to overcome them

Staff were asked to highlight any barriers that could get in the way of achieving these Service Standards and suggest solutions to overcome these barriers. There were 38 responses to this question.

Comments made have been themed and are summarised in the table below. Examples of comments can also be seen on the next page, with the full list of themes and comments in the appendices.

Theme	Count
Siloed working relations between the Council's services and teams	15
Lack of training for staff and managers	11
Staff not being proactive with service users	5
Lack of capacity within Council teams	4
Poor storage of data and residents' records	3
Lack of budget/inefficient use of budget	2
Not incorporating the Service Standards with the Council plan, people plan and induction process	2
Not being aligned with governance arrangements and legal obligations	1
Not keeping the Council website updated	1
Present data/consultations' results in a meaningful way	1

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Staff survey - Barriers and ways to overcome them

"Silo working in different departments - a lot of work is needed to help staff know who is who and who does what, across the whole council, so they are best able to handle incoming calls and know who is best placed to respond and get things resolved. Issues happen when staff don't know enough about the Council. Also, we don't have one central IT system so we cant cross-department work effectively, which also impacts how we respond to residents on queries."

Siloed working relations between the Council's services and teams

"Staff training and buy-in is needed."

Lack of training for staff and managers

"To me it feels very natural to listen to have conversations with residents and to treat them how I would wish to be treated, but from what I've heard that isn't always customers experience. I think we want to make sure we have the right customer facing staff. No one wants to be passed from pillar to post, having to be put through to various people, or to keep phoning back. We also need to do what we say we're going to do. For example I will always try to call residents back on the same day."

Staff not being proactive with service users

"Improve the quality of data we hold on our residents, more investment in better IT systems that would enable residents to interact smoothly with the Council at their own pace and convenience such as having a robust one stop shop self-service portal. Boost the ranks of IT colleagues who are specialists in their filed and can better support the teams in doing their jobs easily."

Poor storage of data and residents' records

"Volume of work."

Lack of capacity within Council teams

THE ROYAL BOROUGH OF
KENSINGTON AND CHELSEA

51

Staff departments

Staff were asked which department they work in. The highest number of staff work in the Resources department, 13 members of staff. The second most selected department was Environment and Communities, as 12 staff members completed the survey. Only two staff from Adult Social Care and Health Department completed the survey.

Which Department do you work in?

Department	Count
Chief Executive's Office	7
Adult Social Care and Health	2
Children's Services	5
Environment and Communities	12
Housing and Social Investment	11
Resources	13
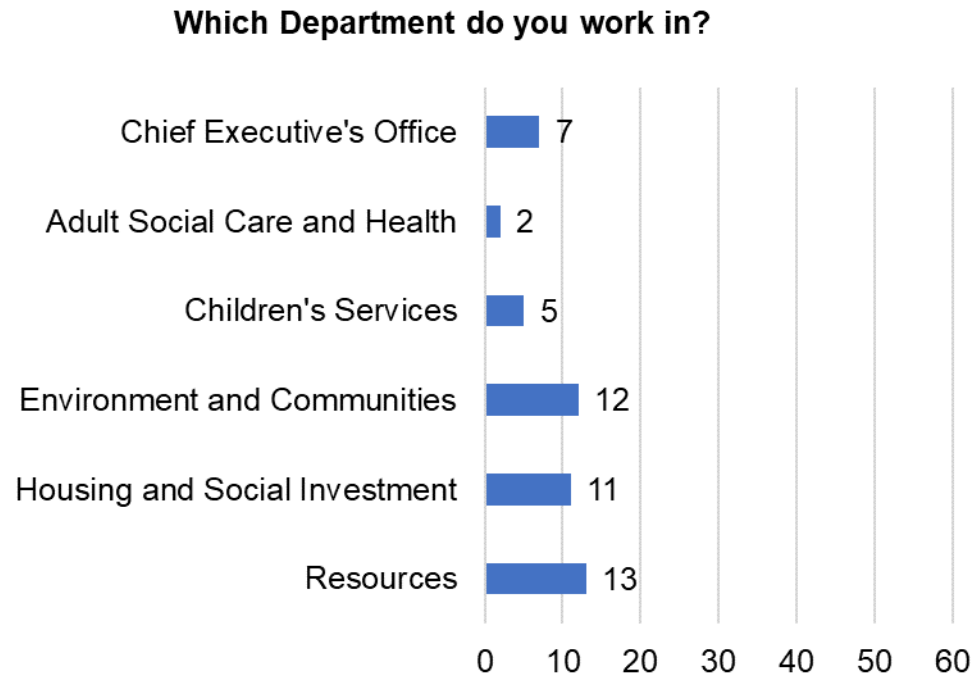
Base: All respondents (53)

Residents
and stakeholders' events

Introduction

Background

Throughout May 2023, the Council conducted a series of six events/meetings to reach out to the local community. The Council had the opportunity to speak with a total of 76 residents through the following local groups and organisations:

- Housing Management Tenants' Consultative Committee
- Housing Needs Residents Reference Group
- Dalgarno Trust
- Youth Council
- Action Disability Kensington and Chelsea
- St Cuthbert's and St Matthias Church

Residents' events focused on three main questions:

1. Do the Standards cover what you want when you deal with the Council?
2. Do you feel that the Service Standards are clear and easy to understand?
3. How do you think we can measure our progress against these standards?

The questions served as a framework for the engagement sessions conducted. However, the sessions were designed to encourage open discussions to obtain a comprehensive understanding of residents perspectives and experiences. Therefore, the themes that emerged may not necessarily address the exact questions posed. Nonetheless, the insights gathered from these sessions were invaluable in gathering the views of residents on the proposed Service Standards.

Appendices

An appendix report containing all the comments received during residents' engagement events is available on request.

THE ROYAL BOROUGH OF
**KENSINGTON
AND CHELSEA**

Analysis

Key themes from engagement events with residents and stakeholders

Current experience of contacting the Council

- Staff lack empathy and clarity when responding to residents' requests.

- Council staff lack the proficiency to communicate with residents in a manner that suits their needs/preferences.

- Turnover of staff makes processes/requests less efficient.

- There are siloed working relations between the Council's services and teams.

- Staff sometimes ask personal questions that might not be relevant to the submitted request.

Views on the standards or delivering against the standards

- The Service Standards should be made available and visible for residents in all Council's offices.

- The Service Standards should be accessible and available in a range of languages.

- It is unclear at present how the Council will achieve the Service Standards.

- Measurements should be set to ensure the effectiveness of the Service Standards.

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Analysis

Key themes from engagement events with residents and stakeholders

Suggestions on how the Council can improve its interactions with residents

- Residents felt that staff and managers need better skills/knowledge through training to deal with residents' requests/issues.

- Staff should develop communication skills to reach out to residents in a personalised and tailored manner.

- Keep residents well-informed and updated on the status of their requests.

- Less automated responses to enquiries and more human interaction when contacting the Council.

- Digitalise information/repair requests to avoid repetition and ensure effective communication.

- Clearer guidance/instructions on the complaint procedure to overcome fears and sensitivity attached to it.

- More proactive working relationships between Council Services to reduce silo working.

- Improve accessibility of services to residents.

- Review working hours of front line staff. Residents working from 9 am to 5 pm may be unable to access services or speak to Council staff during these hours.

- Offer training and support to Councillors to engage with community groups effectively

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Staff events

Introduction

Background

Throughout May 2023, the Council held a series of face-to-face and online engagement events with the Council's staff. We had the opportunity to speak with a total of 224 members of staff through the following events:

- Lancaster West Service Meeting
- Customer Service - Delivering Excellence
- General engagement sessions
- Children's Special Educational Needs Service Meeting
- Registrars Service Meetings
- Customer Service Team meetings
- Stall at staff induction event
- Environment and Communities – Head of Services meeting
- Lunch and Learn
- Private Sector Housing Away Day
- Kensington Town Hall canteen stalls

Staff events focussed on the following questions:

1. Do you feel that the Service Standards are clear and easy to understand? Is there anything you're not sure about?
2. We want to know whether you think there's anything that you might get in the way of us being able to adopt these Standards.
3. What support do you/your Service need to work to these Standards?
4. How do you think we can measure our progress against these Standards?

The questions served as a framework for the engagement sessions conducted. However, the sessions were designed to encourage open discussions to obtain a comprehensive understanding of perspectives and experiences. Therefore, the themes that emerged may not necessarily address the exact questions posed. Nonetheless, the insights gathered from these sessions were invaluable in gathering the views of residents on the proposed Service Standards.

Appendices

An appendix report containing all the comments received during these events is available on request.

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Analysis

Key themes from engagement events with Staff

Views on the proposed Standards

- Service Standards are clear, but there needs to be instructions on how to achieve the Standards.
- These Standards are already reflected in Council's work with residents.

Possible barriers to delivering against the Standards

- Siloed working relations between the Council's Services.
- Accountability, communicate the consequences when staff don't work in line with the Service Standards and the Council's values.
- Leadership need to buy in and take the lead in demonstrating the Standards.
- Turnover of staff makes processes/requests less efficient.
- Manage expectations to maintain consistent service and support for residents.

Support needed for Services and staff to meet these Standards

- Training for staff and managers to gain the skills/knowledge to deal with residents' requests/issues.
- More regular one-to-one meetings with staff and their line managers to discuss/solve issues.
- More active role from managers to support staff to deliver.
- Improve communication skills for staff to respond effectively to residents and gain constructive feedback.
- Training for councillors and senior officers.

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Analysis

Key themes from engagement events with Staff

Suggestions on how the Council can improve its interactions with residents

- Digitalise data to be able to share it across staff and different services.

- Improve accessibility of support.

- More engagement/contact between staff and residents.

- Council should hold engagement events at local venues and with trusted community organisations.

- Develop/improve inclusivity for residents.

- More proactive working relationships between Council Services to reduce silo working.

- Processes and procedures should be reviewed more regularly.

- More recognition of staff contributions.

- Regular staff appraisals.

- Review the complaints process.

- Incorporate the Service Standards into processes/procedures.

- Staff should be proactive and explain decisions to residents.

- Include contact numbers and emails for the relevant person in the automated responses.

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA