

**Tower
Hamlets
Homes**

Residents' Panel **Involving Residents During Major Works**



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Chair's foreword



All residential properties require periodic renewal, repair and maintenance jobs including work to external walls, the roof, communal windows and decorations. This is necessary to ensure the buildings remain structurally sound, safe and weatherproof and that all residents live in homes and blocks that are of a decent quality.

But this work often comes at a significant financial cost, borne by the landlord on behalf of tenants as well as by each individual leaseholder. It's in the interest of all that the work undertaken represents good value and is based on an accurate assessment on what is needed to maintain a good standard of repair.

These works can also be inconvenient and disruptive and, if undertaken poorly, can fundamentally and negatively change the character of a building.

This review was underpinned by a belief in the importance of co-regulation, whereby there should be meaningful engagement with tenants and leaseholders, with the opportunity to shape work undertaken to reflect local priorities. Residents should have the ability to scrutinise plans and performance, identify areas for improvement and to influence future delivery.

Following detailed examination of recent schemes and evidence from residents, the Review Group has settled on ten recommendations to improve resident involvement in future major works schemes. These recommendations cover a broad range of subjects including representativeness, deeper, more meaningful and more sustained engagement, greater consistency between scheme and learning from best practice improved communications and billing and the utilisation of resident expertise.

The adoption of this report and these recommendations has the potential to generate marked improvements in THH's major works programme and to build confidence amongst all types of residents.

A handwritten signature in black ink that reads "Chris Weavers". The signature is written in a cursive style with a large, sweeping initial 'C'.

Chris Weavers
Chair of the Residents' Panel

Summary of recommendations

✓ Recommendation 1

Ensure the composition of steering groups, so far as possible, reflects the tenure balance of the properties concerned and includes representatives of the TRA, where one exists.

✓ Recommendation 2

Explore the development of virtual engagement opportunities to:

- widen opportunities for participation
- help develop early relationships with residents to help inform the delivery of the scheme
- provide residents with an opportunity to participate in estate walkabouts and review information over a longer period

✓ Recommendation 3

Consider how resident engagement can be sustained after the completion of major works by referring residents to pathways enabling them to form a TRA or engage with other involvement activities.

✓ Recommendation 4

Extend the life of steering groups to cover the billing period in addition to the life cycle of the works.

✓ Recommendation 5

Clearly define how residents can participate in co-designing changes on their estates and influence decisions on value for money.

✓ Recommendation 6

Strengthen the quality of engagement at steering group meetings by:

- Sharing the role of Chair between THH Staff and a local resident
- Exploring training opportunities for Chairs to better manage meetings

✓ Recommendation 7

Maintain a consistent approach to engagement and co-produce local variations to terms of references with residents/ groups where required.

✓ Recommendation 8

Develop a standardised information pack with resident input for tenants and leaseholders outlining project and billing timescales, key milestones and a breakdown of estimated costs.

✓ Recommendation 9

Refer to historic information and images of buildings to:

- Improve understanding and commitment to the architectural styles and features of properties. This should entail utilising resident expertise and adopting design choice through co-production.
- Consider issues which may affect a sympathetic restoration to aid engagement

✓ Recommendation 10

Implement evaluation mechanisms for all steering groups to inform future engagement practices and benchmark against best practice approach to deliver continued improvement in resident engagement.

Introduction

- 1.1 Tower Hamlets Homes (THH) manages approximately 21,000 properties on behalf of the London Borough of Tower Hamlets making it the largest social housing provider within the borough. As part of its functions, THH is responsible for overseeing the planning and delivery of investment across its portfolio in line with the requirements set out in the Landlord and Tenant Act 1985, the Housing Act 2004 and the Homes and Neighbourhood and Community Standards revised in 2015 by the Regulator for Social Housing.
- 1.2 Between 2011 and 2016 THH invested £181 million through the Decent Homes programme to improve standards across 8,500 properties. As of 2018, this has been superseded by the Better Neighbourhoods Investment Programme (BNiP) which plans to deliver further improvements over a period of five years. This includes communal decorations, mechanical and electrical works, fire safety improvements, and external Major Works.
- 1.3 In light of the significant investment being delivered through the Better Neighbourhoods Investment Programme (BNiP) and feedback from residents highlighting areas for improvement, the Residents' Panel sought to explore how THH can strengthen its approach to engaging residents during major works. The review explored:
- The standards and mechanisms used by THH to involve residents before and during the delivery of major works schemes
 - How THH's approach compares to the rest of the sector
 - The resident experience of being involved during Major Works and how it can improve
 - Lessons learned through the delivery of past schemes

- 1.4 The review took place between October and November 2020 and was chaired by Chris Weavers (Chair of the Residents' Panel) and supported by panel members Saleha Jafrin, Mohammed Miah, Gibran Afzal and Saida Yasmin. Participants also included Councillor John Pierce representing the THH Board and THH residents Kevin McKenna and Spencer Brown from Sivill House, and Katrina Blannin and Monika Duda from Dunmore Point. Officers in attendance included:

Ben Campbell

Head of Property Services

Neil Wilson-Prior

Interim Better Neighbourhoods Programme Manager

Gulam Hussain

Scrutiny and Resident Feedback Manager

Nojmul Hussain

Senior Resident Feedback Officer

Mas Momin

Resident Feedback Officer

The consultation framework for major works

- 2.1 The Landlord and Tenant Act 1985 sets out the rights and responsibilities of both landlord and tenant. Whilst tenants have responsibilities for minor fixtures within their property, under section 11 of the Act a landlord is responsible for structural works such as roofing, floors, staircases, and exterior works such as guttering, pipes and drains.
- 2.2 The Tenant Involvement and Empowerment Standard 2017 issued by the Regulator for Social Housing outlines broad principles which can be used to infer an obligation to consult with tenants during the delivery of Major Works. This requires a landlord to:
- provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards
 - ensure tenants are given a wide range of opportunities to influence and be involved in the management of the repair and maintenance services of their homes.
- 2.3 Unlike the requirements outlined for tenants, Section 20 of the Landlord & Tenant Act 1985 (as amended by S151 of the Commonhold and Leasehold Reform Act 2002) sets out clear requirements for landlords to consult with leaseholders for rechargeable costs associated with the maintenance and repair, and sometimes improvement, of the exterior and structure of the building and common parts as set out in the lease.
- 2.4 The Service Charges (Consultation Requirements) (England) Regulations 2003 produced under the Commonhold and Leasehold Reform Act 2002 provides additional guidance and sets out precise procedures, landlords must follow when consulting on Major Works. The consultation requirements are defined under two headings:
- a. Qualifying work**
This is work on a building or any other premises and includes improvement work.

Landlords must consult all leaseholders if the amount any one leaseholder would have to pay towards qualifying work would be more than £250 inclusive of VAT.

b. Qualifying long-term agreements

This is an agreement with an independent organisation or contractor for a period of more than 12 months after. (The regulation does not apply to agreements entered into before 31 October 2003.) Examples of possible qualifying long-term agreements include:

- agreements which affect the building such as contracts relating to lifts, entry-phone systems, or waste-management or maintenance services)
- cleaning and gardening
- insurance; and
- utilities (water, gas and electricity services)

Landlords must consult all leaseholders if the amount any one leaseholder must pay would be more than £100 including VAT and any associated management or administrative costs in any one year. If a long-term agreement allows for work to be carried out at the property (e.g. a schedule of rates agreement for general maintenance), rules and thresholds set out Qualifying Works must be applied. These apply equally in cases of long-term agreements that were entered before 31 October 2003.

- 2.5 Although the main purpose of the consultation process is to gather leaseholders' views on the landlord's proposals, it also limits the landlord's ability to recover their costs if they do not follow the correct procedure. If the landlord fails to carry out the full consultation procedure in the correct way, they cannot collect or recover service charges above the level of the minimum amounts allowed by law (that is, £100 per leaseholder per year for a long-term contract, or £250 per leaseholder for qualifying work to a building).

Overview of THH's involvement mechanisms

- 3.1 The Resident Engagement Strategy 2021-2023 aims to support strong, active, and inclusive communities who can influence and shape the direction of THH. The strategy aims to create a more transparent and accountable housing organisation and promote a vision where:
-
- "Tenants and leaseholders are effectively informed, engaged, involved and empowered by THH. They actively help define and design local priorities and policies, deliver and evaluate services and inform THH decision making in areas that needs improvement."*
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- 3.2 In line with the vision outlined in THH's Resident Engagement, there are a variety of opportunities available to residents to be involved in shaping the delivery of Major Works on their estates. These opportunities build on the experience and learning captured through the delivery of Decent Homes programme between 2011 and 2016 which saw £181m of investment in homes managed by THH, learning from complaints and feedback from staff and contractors.
- 3.3 Officers presented an overview of the involvement opportunities offered by THH which broadly reflect the three key phases of the project lifecycle – initiation, and delivery, post-completion. The presentation emphasised the commitment from THH to offer an enhanced consultation experience which utilises a range of mediums to maximise the opportunities available to residents and suit their needs.
- 3.4 As part of the pre-works engagement phase, officers aim to form early relationships with local residents and groups to help form an understanding of the local area and how residents use spaces within it. This enables residents to influence decisions on areas such as design but also on more practical issues such as site layout to minimise disruption. The initial engagement process also aims to bring parity by ensuring all residents are able to comment and provide feedback on proposals before THH undertakes the formal Section 20 consultation.

Pre-Works Phase

Initial contact with Resident Groups	Pre-work engagement with local resident groups/TRA and informing them of the upcoming Major Works scheme
Project Scope Walkabout	Facilitating project scope walkabouts with residents and other stakeholders to identify key areas for redevelopment
Formal Section 20 notification and consultation period	Leaseholders receive the statutory Section 20 consultation notification as stipulated by the Landlord and Tenants Act 1985 and the Service Charges (Consultation Requirements) (England) Regulations 2003
Information drop-in centres	Resident information drop-in sessions organised provide residents an opportunity to meet the contractor and the THH project team should they have any enquiries prior to work commencing
Newsletters	Initial newsletters issued with information about the contractor, project scope and key information on THH

Overview of THH's involvement mechanisms

3.5 Building on the initial engagement with residents, Project Managers and contractors continue to maintain close working relationships with residents throughout the duration of the construction phase. This includes a programme of monthly meetings with local TRAs or dedicated steering groups to update on changes to the project scope, discuss emerging challenges, outline timescales, agree expected outcomes, and to receive feedback.

Further newsletters are also issued to all residents providing information on any scope or timetable changes. On larger schemes residents will also be offered an opportunity for a mid-project walkabout to help assess the progress of the works and identify any emerging issues.

3.6 As projects near their completion, residents are issued a final newsletter with key information such as the scaffolding strike dates, a summary of the project outcomes and an invitation to participate in a snagging walkabout to highlight any outstanding issues or concerns around quality. This is followed by a final letter confirming the completion of works and satisfaction survey to capture feedback on the experience of residents throughout the delivery of the project.

3.7 In addition to providing an overview of the involvement framework utilised by THH, officers benchmarked practices against other London local authorities. Juxtaposing practices against those used by peers as published on their websites highlighted that THH operated an enhanced model of engagement which offered more opportunities for residents to get involved.



Widening opportunities for engagement

4.1 Whilst welcoming the findings of the benchmarking exercise and the range of involvement opportunities offered by THH whilst delivering Major Works, the Panel queried whether the approach taken had helped to ensure there was proportionate representation of feedback from tenants and leaseholders on individual schemes.

Officers advised that THH had one of the highest proportions of leaseholders in London representing almost half of its stock, of which almost a third of all leases were registered as sublets. Under the terms of a lease, a leaseholder may often be asked to contribute to maintenance costs for areas of work that may not directly benefit their leasehold unit e.g. a leaseholder of a ground floor flat being asked to contribute to roofing repairs or refurbishment of a lift. This in turn can instil a stronger disposition to scrutinise work, understand financial implications and assess value for money. This is supported by satisfaction figures for 2019/20 which showed 75% of leaseholders reported they were satisfied with the overall experience of how Major Works were delivered by THH compared to 95% of tenants, a trend that is reflected nationally. As a result, it was often the case that leaseholders outnumbered the number of tenants when it came to participating in estate walkabouts or steering groups.

4.2 The Panel recognised the concerns and motivations that may encourage leaseholders to play a more active role in voicing their feedback. However, members stressed the importance of ensuring that this did not happen to the detriment of tenants and their needs. Officers were recommended to take steps to ensure steering groups, so far as possible, were reflective of the tenure balance on individual estates undergoing Major Works.

Recommendation 1

Ensure the composition of steering groups, so far as possible, reflects the tenure balance of the properties concerned and includes representatives of the TRA, where one exists.

4.3 The Panel explored the role of technology and how options such as virtual walkabouts could be deployed to provide residents greater flexibility and choice. Aside from the use of this approach being highly relevant in the context of the COVID-19 pandemic, supplementing existing approaches with virtual engagement opportunities could encourage greater participation from residents and aid the process of forming early relationships with residents. This could be particularly useful for residents that may lack confidence enabling them to also participate. Officers acknowledged the feedback from the Panel and confirmed that this was an area that was under consideration in light of current restrictions.

Recommendation 2

Explore the development of virtual engagement opportunities to:

- widen opportunities for participation
- help develop early relationships with residents to help inform the delivery of the scheme
- provide residents with an opportunity to participate in estate walkabouts and review information over a longer period

4.4 Members of the Panel noted that although TRAs were useful conduits to building local relationships, they were not necessarily present on all THH's estates, or always representative of the communities they served. Members queried how THH overcame these issues to ensure

Widening opportunities for engagement

residents in estates without an active TRA were not disadvantaged. Officers clarified that where an estate lacks a TRA, steps will be taken to identify active and engaged residents by working closely with Housing Officers and other parts of the organisation that may have direct resident engagement. Residents would then be invited to form a steering group which would serve as reference group for contractors and Project Team throughout the project lifecycle. In cases where membership of a TRA does not include representatives from affected blocks, the Project Team would work with the TRA to identify potential block champions on blocks that were under-represented to develop momentum.

- 4.5 The Panel received feedback from residents of Dunmore Point who highlighted that having formed steering groups to work alongside the Project Team during the delivery of a scheme, the engagement process often ends abruptly on completion of the works. This approach overlooks the needs of leaseholders who often require further engagement to address queries around the billing process once final accounts had been agreed with the contractors.
- 4.6 Recognising the potential for Major Works schemes to have a wider impact on local communities, members of the Panel were keen to understand to what extent groups formed in the absence of a TRA were supported and signposted to help sustain themselves beyond the project cycle.

Having heard from officers that there was no support package in place, the Panel recommended that steps be taken to signpost resident groups to either constitute themselves as formal TRA or alternatively remain actively involved by participating in the wider range of resident engagement activities on offer. The Panel also recommended that steps be taken to extend the life of steering groups to the commencement of the billing period in order to facilitate constructive collective discussions around the common queries and concerns of leaseholders.

Recommendation 3

Consider how resident engagement can be sustained after the completion of major works by referring residents to pathways enabling them to form a TRA or engage with other involvement activities.

Recommendation 4

Extend the life of steering groups to cover the billing period in addition to the life cycle of the works.

Strengthening the experience of engagement

5.1 The Panel invited officers and residents from Sivill House and Dunmore Point to reflect on their experiences from the delivery of the schemes. Whilst residents accepted that the steering group meetings served as an important mechanism for communication between the Project Team and residents, they expressed frustration over the lack of clarity on the extent to which residents could influence outcomes. Residents described their disappointment over how constructive challenge was often seen to be dismissed as financially motivated agitation. This in turn strained relationships and undermined confidence in the Project Team.

5.2 Officers recognised that in some instances relationships with residents had taken a difficult turn resulting in some steering group meetings becoming increasingly hostile. This was driven by a perception on the part of the residents that Project Teams were not acting with transparency and impartiality when disclosing information on changes to project timelines, scope and costs. The Panel noted that although the steering groups had a standard terms of reference, this could be further enhanced by incorporating a code of conduct for all participants to regulate and manage disruptive behaviour.

5.3 The Panel considered the feedback received from residents and acknowledged that it was crucial for residents to be clear at the outset on the extent to which they can co-design and influence decisions. Members also highlighted that the current arrangements which require steering group meetings to be chaired by THH Officers may be unhelpful, particularly when those tasked with the role of chairing are subject to scrutiny. This can contribute to fuelling perceptions that meetings are not being

handled with transparency and impartiality. Residents also noted that this can sometimes result in individual residents being thrust into the role of informally chairing meetings without being prepared to do so. To overcome the challenges discussed, the Panel recommended that officers ensure residents in upcoming schemes receive clear information on the extent to which they can influence decisions at the outset and for future meetings of steering groups to be jointly chaired with a resident to strengthen the quality of meetings.

Recommendation 5

Clearly define how residents can participate in co-designing changes on their estates and influence decisions on value for money.

Recommendation 6

Strengthen the quality of engagement at steering group meetings by:

- a. Sharing the role of Chair between THH Staff and a local resident
- b. Exploring training opportunities for Chairs to better manage meetings

5.4 The Panel received concerns from residents of Dunmore Point over the perceived lack of consistency in how residents are being engaged across various schemes. Residents suggested that schemes that had an active TRA or vocal residents often benefitted from greater flow of information and access to more regular steering group meetings to voice their concerns. The challenges around communication were further exacerbated by a lack of consistency in messages received from THH and contractors. Whilst accepting the importance of maintaining uniformity in how residents are engaged, the Panel

Strengthening the experience of engagement

recognised that individual schemes did require a tailored approach based on its complexity and the local challenges this presented. The Panel recommended that officers work closely with residents to co-produce local variations to how they are engaged and explore the development of a standardised information pack with resident input to address some of the inconsistencies in communication highlighted by residents.

Recommendation 7

Maintain a consistent approach to engagement and co-produce local variations to terms of references with residents/groups where required.

Recommendation 8

Develop a standardised information pack with resident input for tenants and leaseholders outlining project and billing timescales, key milestones and a breakdown of estimated costs.

- 5.5 Residents from Sivill House highlighted concerns around their experiences of engagement and the lack of consideration for the original architectural style of the building on the part of THH to facilitate a sympathetic restoration. Despite their feedback to THH, residents felt compelled to submit an application to Historic England to secure a Grade II listing for the building in order to prevent changes that were not in keeping with its original design language.
- 5.6 Whilst recognising the concerns of residents, officers highlighted that it was often difficult to deliver restorations that are sympathetic due to the challenges around sourcing appropriate fabric/materials and the need to comply with modern safety standards, particularly in light of the tragedy at Grenfell Tower.

This in turn also had implications for the costs that individual leaseholders would need to pay and have a significant impact on the Housing Revenue Account which needs to account for a wide range of investment priorities. In the case of Sivill House, some ground had been conceded by allowing leaseholders to opt for more expensive aluminium framed windows over the originally proposed UPVC. However, in light of the successful application to secure listed status, it was now necessary for the project to be reconsidered in line with planning restrictions in order to deliver the remaining improvements earmarked for the scheme.

- 5.7 Further contributions were received from residents of Sivill House and Dunmore Point who jointly expressed frustration over the lack of clarity on costs for scaffolding and the erection of scaffolding prematurely extending the disruption to the lives of residents. Officers clarified that scaffolding is usually hired based on one of two models which includes:

a. Day rate charge – this is the preferred option when there is uncertainty around project timescales. Although this model attracts a higher overall cost it offers greater flexibility for users by allowing them to vary the length of the hire on shorter notice.

b. Leasing – this model typically represents better value for money but requires greater certainty on project timescales.

Although the sentiment highlighted by residents was appreciated, officers highlighted that scaffolding is often erected early in the project life cycle to fully assess the extent of works that may be required.

5.8 The Panel reflected on the challenges of delivering a sympathetic restoration against the need to meet modern construction and safety standards. Members recognised the importance of preserving historic design and agreed that in line with its recommendations for greater clarity over the extent to which residents can influence decisions, consideration is also given to how buildings can be sympathetically restored and the issues that may prevent this at the outset of a scheme. This would help to facilitate constructive dialogue and allow residents the opportunity to co-produce design changes, such as opting for higher specifications in components.

Recommendation 9

Refer to historic information and images of buildings to:

- a. Improve understanding and commitment to the architectural styles and features of properties. This should entail utilising resident expertise and adopting design choice through co-production.
- b. Consider issues which may affect a sympathetic restoration to aid engagement



Evaluating the resident experience

6.1 Having heard from residents as part of this review, members of the Panel were keen to understand how THH captured and utilised resident feedback to help improve the delivery of Major Works schemes. Officers advised that as part of the performance management framework for contractors, residents are invited to provide feedback on their experience with individual contractors. This information is then used to shape decisions on which contractors are allowed to undertake further works. Learning is also captured from complaints and feedback from contractors to help improve processes. The team had also received feedback from the Residents' Panel through previous scrutiny reviews which helped inform the development of information packs and guidelines for contractors.

6.2 The Panel queried whether there were any specific provisions in place to work with steering groups and evaluate their experience of being engaged. This would help to identify some of the concerns as identified in this review and strengthen the current evaluation regime by providing a tailored insight into the resident experience. Officers confirmed that there wasn't an evaluation framework in place to capture resident feedback on the engagement process, but one could be developed with wider support from colleagues across THH.

In light of wider government initiatives around strengthening the voice of residents across the social housing sector, the Panel felt it was important that steps be taken to ensure there is an ongoing evaluation of resident engagement within the context of major works to ensure processes reasonably meet the expectations of residents and offer maximum transparency.

Recommendation 10

Implement evaluation mechanisms for all steering groups to inform future engagement practices and benchmark against best practice approach to deliver continued improvement in resident engagement.

6.3 The Panel concluded its review by noting that its recommendations would be presented to the Tower Hamlets Homes Board before being adopted. Once agreed, an action plan would be produced setting out how these recommendations would be implemented. A progress update would be offered in 12 months.

Tower Hamlets Homes Residents' Panel

Scrutiny Review Action Plan

Involving Residents During Major Works



Tower Hamlets Homes Residents' Panel
Scrutiny Review Action Plan
 Involving Residents During Major Works

Recommendation	Actions	Lead	Completion
<p>1 Ensure the composition of steering groups, so far as possible, reflects the tenure balance of the properties concerned and includes representatives of the TRA, where one exists.</p>	<ul style="list-style-type: none"> • Work with housing officers and other services to identify potential residents that can be involved in steering groups • Publicise opportunities prominently in local areas using a range of methods such as leaflet drops, posters etc. 	Head of Capital Delivery	Q3
<p>2 Explore the development of virtual engagement opportunities to:</p> <p>a. widen opportunities for participation</p> <p>b. help develop early relationships with residents to help inform the delivery of the scheme</p> <p>c. provide residents with an opportunity to participate in estate walkabouts and review information over a longer period</p>	<ul style="list-style-type: none"> • Pilot roll out of virtual engagement so that residents can participate in estate walkabouts should they be unable to take part in person. • Ensure virtual engagement is outlined as an option in the resident information pack. 	Head of Capital Delivery	Q3
<p>3 Consider how resident engagement can be sustained after the completion of major works by referring residents to pathways enabling them to form a TRA or engage with other involvement activities.</p>	<p>Work with the Business Development Service to identify appropriate opportunities for residents in steering groups to form a TRA or be supported into other engagement opportunities</p>	<p>Head of Capital Delivery</p> <p>Community Partnership Manager</p> <p>Scrutiny and Resident feedback Manager</p>	This will be an on-going action

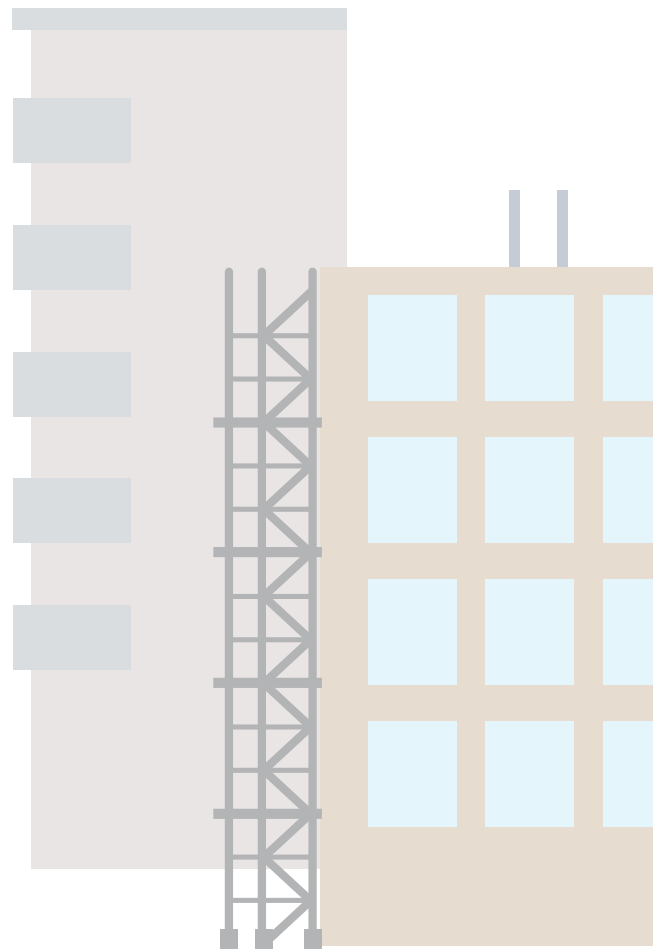
Tower Hamlets Homes Residents' Panel **Scrutiny Review Action Plan** Involving Residents During Major Works

Recommendation	Actions	Lead	Completion
4 Extend the life of steering groups to cover the billing period in addition to the life cycle of the works.	<ul style="list-style-type: none"> • Ensure there is representation from Leasehold services in project steering groups from the early stages • Implement measures to trigger communication with residents notifying them about changes in costs prior to the issue of bills. This will be triggered when there is an authorised request for supplementary funding for a project. 	<p>Head of Leasehold Services</p> <p>Head of Capital Delivery</p>	On-going
5 Clearly define how residents can participate in co-designing changes on their estates and influence decisions on value for money.	<ul style="list-style-type: none"> • Residents to be provided clear information on areas they can actively influence at the outset of the programme to provide clarity on the extent of their decision-making ability. • Ensure future consultations are compliant with the enhanced consultation requirements outlined in the Building Safety Bill. • Introduce project highlight updates for residents to provide information and assurance on progress and quality control of works 	Head of Capital Delivery	Q4 2021
6 Strengthen the quality of engagement at steering group meetings by: <ol style="list-style-type: none"> a. Sharing the role of Chair between THH Staff and a local resident b. Exploring training opportunities for Chairs to better manage meetings 	Steering Group meetings are owned and operated by THH for the purposes of providing residents a forum to share their views. Sharing the role of Chair is likely to contribute to the setting of expectations which cannot be reasonably managed by THH. As a result this recommendation will not be taken forward.		
7 Maintain a consistent approach to engagement and co-produce local variations to terms of references with residents/groups where required.	Ensure there is a consistent framework for engagement which offers residents options for engagement in line with local needs.	Head of Capital Delivery	Q2 2021

Tower Hamlets Homes Residents' Panel **Scrutiny Review Action Plan** Involving Residents During Major Works

Recommendation	Actions	Lead	Completion
8 Develop a standardised information pack with resident input for tenants and leaseholders outlining project and billing timescales, key milestones, and a breakdown of estimated costs	<ul style="list-style-type: none"> • Work alongside residents to co-produce information pack which outlines key information, e.g. project milestones, billing timescales. • Ensure improvements made to resident engagement are regularly reflected in our communication channels (e.g. website, guides to Major Works) 	<p>Head of Leasehold Services</p> <p>Head of Capital Delivery</p>	Q1 2022
9 Refer to historic information and images of buildings to: <ol style="list-style-type: none"> Improve understanding and commitment to the architectural styles and features of properties. This should entail utilising resident expertise and adopting design choice through co-production. Consider issues which may affect a sympathetic restoration to aid engagement 	Undertake earlier engagement on blocks that require a more sympathetic approach to refurbishment and consider options within the limitations of Building Safety Regulations and other factors such as the product lifecycle.	Head of Capital Delivery	Q4 2021
10 Implement evaluation mechanisms for all steering groups to inform future engagement practices and benchmark against best practice approach to deliver continued improvement in resident engagement	<ul style="list-style-type: none"> • Capture feedback from steering group members to evaluate the quality of engagement and identify learning • Utilise best practice by benchmarking against external social landlords to improve engagement process 	<p>Head of Capital Delivery</p> <p>Scrutiny and Resident feedback Manager</p>	Q1 2022

Residents' Panel
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Scrutiny Review Report
May 2021



 thh.org.uk  [@THHomes](https://twitter.com/THHomes)

PO Box 66355, London, E14 1GU.

If you would like to help THH improve its services, please get in touch by emailing us at scrutiny@thh.org.uk