

Appendix 1

Overview and Scrutiny Committee

**Barking &
Dagenham**

How we work with residents
affected by Capital Works

one borough; one community; no one left behind

Background to the Capital Works Programme

- LBBD has a significant annual capital programme that is invested in planned replacement of major components to existing Council properties held in the Housing Revenue Account (HRA). Often referred to as the 'stock investment programme'
- In 2020/21, the approved stock investment budget is £38.5m, though the delivery of these works has been impacted by Covid-19 (more on this in later slides)
- The stock investment programme is largely funded from the rent income paid by tenants. Some of the rental income paid by tenants each year is set aside to fund future stock investment
- In recent years, the Council has made good progress in increasing the amount of properties that meet the Decent Homes Standard. As of 31 March 2020, 91% of council properties met the Decent Homes Standard. This is forecast to increase to around 97% once current planned works are completed. This would have been achieved sooner without the pandemic

The stock investment programme

The stock investment programme is focused on the following five groups of types of works:

1. Internals (kitchens, bathrooms, boilers and rewire etc)
2. Externals (roofs, windows, doors, rainwater goods etc)
3. Communal/Compliance (fire doors, lifts, communal boilers, lateral mains, water tank replacement, asbestos removal, door entry systems etc)
4. Landlord Works (disabled adaptations, capital voids, energy efficiency)
5. Estate Environmental Works (road surfaces, footpaths, garages etc)

How stock investment works are delivered

- **My Place** are responsible for specifying the stock investment programme, based on stock condition data and the budget available. The data is derived from a combination of the stock condition surveys last carried out in 2018/29 and the lifecycle of certain components.
- My Place then instruct the two main delivery agents – **BDMS** and **Be First** to deliver the majority of the works, whilst delivering some specialist projects directly.
- In 2020/21 the Be First Programme largely comprises external works to Council blocks (c£14.5m in total), these works often involve leaseholders who can be recharged through a legally defined consultation process (Section 20 of the Landlord & Tenant Act 1985). This process usually extends the overall programme timetable for external works.
- In 2020/21 the BDMS programme comprises internal works (kitchens, bathrooms etc), several compliance related projects (fire doors, fire stopping & sprinklers), major voids, and disabled adaptations (c£20.1m)
- My Place delivers a c£2.2m programme of lift replacements and a communal boiler replacement programme
- My Place oversee the delivery of the works, ensuring that they are carried out to the correct quality, are delivered within the budget and are carried out within the timeframe set

Impact of Covid-19 on the 2020/21 stock investment programme

- Covid-19 and the rules around lockdown has had a significant impact on the delivery of the stock investment programme this year.
- This has been due to contractors ceasing work during lockdown, supply chains being disrupted and residents isolating. Once lockdown was lifted, risk assessments need to be updated, supply chains remobilised & residents contacted to rearrange works, which extended the delay in recommencing work. These delays impact on levels of spend within the defined financial year.
- An update on the forecast for the end of this financial year will be taken to Cabinet in December
- Where it is not possible to deliver works within this financial year due to the impact Covid-19, the works will be rolled over and delivered next financial year

How we work with residents

- The next sets of slides set out how both BDMS and Be First work with residents affected by capital works



Working with our residents

BD Services

Resident engagement



Before a project commences, BD Services engages with residents through:

Main forms of communication

- Letters
- Emails
- Phone calls
- Text messages
- Meetings

Coffee meetings

- Hold meetings with residents
- Provide refreshments
- Explain scope of project and programme of works

Introductory letters sent to each resident

- Introduce BD Services
- Introduce the sub-contractor
- Explain process of work
- Provide contact details of Resident Liaison Officer (RLO)

Pre-commencement visits

- Arrange introductory visit
- Complete survey and other forms with residents
- Explain process of works
- Answer any queries

Resident consultation and preferences



BD Services and the contractor follow a process regarding which options are decided by the client and which by the residents, and how available options are discussed with residents:

1. BD Services clarifies with the client about the range of options that will be offered to residents and colour preferences
2. BD Services liaises with the contractor regarding available options and requests samples
3. BD Services consults with the client and agrees on what choices are to put forward to the residents
4. Letters are sent to residents with the start date, the extent of works and explanation of pre-commencement surveys, at which they will be asked to decide on colour choices, and how these surveys are booked
5. RLO will contact residents to book appointments at a convenient time
6. RLO will attend property with samples of colour choices and complete forms with residents' choices
7. RLO will explain process of works in further detail, i.e. type of works, duration of the works, etc
8. Residents will be given contact details of RLO and of BD Services teams

Resident communication and liaison



While the works are ongoing, BD Services and the contractor keep the residents regularly informed and are available to answer any queries



Residents will receive regular letters prior to works commencing and then throughout the contract, updating them on progress of each stage



RLO will make regular phone calls to residents



Updates will be placed on noticeboards in blocks of flats



RLO will visit residents on the first day of works and regularly throughout the contract



If residents have any queries or concerns, the RLO will liaise with them to resolve any issues. For example, if the resident calls regarding a complaint, RLO will contact them to complete a report and agree ways to resolve it with the site/project manager



RLO will be on site from time to time to answer any queries and hold coffee mornings at different stages of project

Customer satisfaction monitoring



To ensure customer satisfaction is monitored, all residents are issued with feedback surveys upon completion of the contract. Feedback gathered is used to work towards continuous improvement.

- Customer satisfaction is measured by collecting feedback from residents through paper surveys
- To ensure that we received accurate and unbiased feedback, residents are sent satisfaction surveys through the post for them to complete in private
- The satisfaction survey has a set number of questions. The residents answer each question by selecting a response from 1 to 5
- After we have received all the completed forms, we add up the score for each question to analyse the overall satisfaction of the residents. This will enable us to evaluate how we performed in each variable. This process highlights the areas with high levels of customer satisfaction and any areas that we need to improve upon

Customer satisfaction targets



Customer satisfaction targets are set for contractors and included in their contracts. These are monitored and reported by:

- The contractor is given a target of achieving a score of 95% in the customer satisfaction survey
- The contractors need to demonstrate flexibility and understanding in accommodating the needs and requests of residents. For example, offering morning or afternoon appointment slots

Working with Residents Affected by Capital Works

Resident Engagement / Consultation at Pre-Commencement

Most of the works delivered by Be First are carried out with residents in occupation. It is therefore critical that affected residents are kept informed during the life of the project.

Upon being appointed to deliver a project, Be First will develop a communication strategy for the scheme. Resident engagement / consultation during the pre-commencement phase of a project would typically follow the process below:

- Initial letter issued to residents introducing Be First and advising them of the impending project, with indicative timescales.
- If surveys are required to determine the scope of works to a property or block; a further letter will be issued by Be First advising of our appointed Surveying Consultant and timescales for survey works.
- If applicable, Leaseholders are contacted about the works during this period by LBBD's Leasehold team, as part of their statutory obligation to consult under Section 20 of the Landlord and Tenant Act.
- Once the Section 20 consultation process (if applicable) has been completed, Be First will send a letter to residents advising them of our appointed Contractor.
- The appointed Contractor will issue a follow-up letter introducing their company and advise that their Resident Liaison Officer (RLO) will make contact to discuss the project and establish any specific needs that the resident may have.
- A 'Meet the Contractor' event is usually held for our projects at a venue local to the works. Residents have an opportunity to discuss the works to their property / block and raise any concerns that they may have. However, due to the current Covid-19 situation, events of this nature have been put on hold.

Resident Choice, Extent / Duration of Works, Key Contact Details etc

Following receipt of the Be First and Contractor introductory letters, the Contractor's RLO will contact each resident and make an appointment to meet them in person. This initial meeting will cover the following:

- Resident Information Handbook (RIH) - Contractors put together a bespoke RIH for each project. The RLO will run through and issue the handbook to each resident, which includes:
 - Extent and sequence of works to each property / block
 - Sample Contractor staff ID badges to prevent security issues
 - Photographs of key site personnel (i.e. Site Manager, RLO)
 - Telephone number for RLO
 - Emergency telephone number for out of hours contact
 - Details of where the site accommodation / office is located

Resident Choice, Extent / Duration of Works, Key Contact Details etc

- Resident Choice - Depending upon the project (i.e. internal works, external works, etc), the resident will be given a degree of choice as to what colour / range of materials is installed in their home, as follows:
 - Internal refurbishment – Kitchen units, worktops, wall paint / tile colour and vinyl floor colour. Bathroom wall paint / tile colour and vinyl floor colour.
 - External refurbishment – Front door colour and decoration colour/s in communal areas.

Colour choice sheets / swatches will be presented to the resident at the meeting with the RLO for them to select. Typically, there is also a 'cooling off period' should the resident discuss with their family and require a change.

- Resident Specific Needs - any resident specific needs (e.g. disabilities, language issues, night work, holidays, pets, etc) are discussed at this meeting and mitigation measures (if applicable) are put in place.
- Covid-19 – residents are advised that the Contractor has amended their working practises in line with the Government's guidelines for working with Covid-19.

Keeping Residents Informed During the Works

The residents are predominantly kept informed during the works by the appointed RLO for the project, who will liaise as follows:

- Regular RLO visits, telephone calls, text messages, WhatsApp, or email (whichever is the resident's preference).
- Newsletter – these are typically issued on a bi-monthly basis and will include a report on progress of works, upcoming works, contact details, site information and more.
- Further letters are issued during the project advising of the next work. Letters are distributed with, on average, 7 to 14 days' notice. All letters include the RLO name, contact details along with the site location address and a detailed non-technical explanation of the upcoming works.
- All queries are dealt with by the RLO on the spot if possible. If not, the RLO will liaise with the site team to gain the correct response and liaise back to the resident promptly
- All communication with the resident is recorded on a Phone / Enquiry Log.
- Complaints are logged and monitored by the Be First and Contractor teams.

Keeping Residents Informed During the Works

The Be First site team will also be visiting properties / blocks to check the quality of works and ensure that Health and Safety working practises are being complied with.

During these visits, the team will communicate with residents to discuss any issues that they may have and raise them with the Contractors site team accordingly.

In addition, Be First also monitor the Contractors own performance on site ensure health and safety practices are being followed on site and that all works are being undertaken in a safe professional manner.

Be First also arrange regular spot checks from their own HSEQ Manager who compiles his own site report that is shared with the contractor, with any issues highlighted and rectified accordingly.

Customer Satisfaction Process

The London Borough of Barking and Dagenham's Resident Satisfaction questionnaire is issued to residents by the RLO once works have been completed to their individual property or block.

They are not pressured to complete the questionnaire there and then, but are encouraged to provide feedback, whether it is good, bad, or indifferent, to assist with continuous improvement.

The issuing / return of the Resident Satisfaction questionnaire varies depending on the contract. The various methods we use are:

- RLO hand delivers the questionnaire and arranges a suitable time to collect
- RLO hand delivers the questionnaire and resident advised of a drop box location
- Questionnaire posted to resident with a prepaid envelope for return

Returned questionnaires are issued to the My Place Asset Management team, who update a Key Performance Indicator (KPI) tracker for each project with the information on the form. This information generates a resident satisfaction KPI score for each property and the project.

Resident feedback is analysed; where it is negative or the KPI score is particularly low, further investigations will be carried out to determine the reason for the poor feedback, so that lessons can be learnt going forward.

The Be First project team discuss KPI's as part of their monthly progress meetings with Contractors.

Customer Satisfaction Targets and KPI's

Contractors are issued with the London Borough of Barking and Dagenham's KPI Handbook at tender stage, of which the Customer Satisfaction KPI is one. The Handbook explains how the KPI data is to be captured and how the score for each KPI is calculated.

A customer satisfaction target score of 85% or above is typical for the housing refurbishment works that we undertake.

As described previously, the customer satisfaction KPI results are fed into a tracker document by the My Place Asset Management team and the results are analysed / reported monthly.

Any trends or areas of concern are raised at the monthly progress meetings for actioning.

Next steps

My Place are continuing to look at ways to improve working with and engage with residents as part of carrying out stock investment.

This includes:

- Working with Delivery Agents to refine and improve the customer satisfaction reporting process
- Use the data produced to continually improve level of customer satisfaction
- Further use of resident feedback to shape how we deliver future programme delivery
- Have consistent process for satisfaction surveys for all delivery agents so the customer experience is assessed in the same way
- developing new ways of engaging with residents using electronic and social, media (text messages, emails etc) in order to improve response levels