



Planned and cyclical work: Consultation standard

MH/02/June 2015

Introduction

This standard provides an overview of how our tenant and leaseholder engagement process will work in relation to delivering planned and cyclical work programmes.

Red Kite's vision is to develop an inclusive approach to tenant and leaseholder involvement. This is seen as key to our tenant-led approach and developing strong community working and is critical in delivering our vision and values.

We recognise that some of you may prefer to be involved in issues that affect only your home or those of your immediate community. However we would encourage you to become involved in strategic decision making and policy development work if you are happy to do so. As a tenant-led organisation we strive to have our tenants engaged at all levels of our work to shape and influence the services we deliver.

Consultation

We will consult fully with our stakeholders when investment and cyclical programmes are proposed or priorities need to be agreed. Our stakeholders are:

- Tenants
- Leaseholders
- Representative tenant and leaseholder organisations including (but not limited to) tenants, leaseholders and residents associations
- Board members
- Staff
- Community groups
- Parish Councils
- District Council

We have a Repairs and Empty Homes Core Group and Core Procurement Group/Asset Management Group which is made up of tenants and leaseholders who work with us on issues outlined below:

- (a) Set standards and targets for repairs and maintenance services
- (b) Select new contractors and help set criteria to judge and evaluate the selection of new contractors and confirm how they plan to carry out works. They also help to make decisions about the materials that we will use etc
- (c) Monitor and review the performance of contractors working for us.

You can also play a part in business planning and helping us to set out the strategy for improving our estates. This may involve, for example, planning improvements to locations which are unattractive and/or have a significant number of empty homes or particular social problems or large scale building related defects.

Methods of Consultation:

Where we plan to carry out work that is classed as routine minor maintenance, we will send you a letter and/or leaflet in advance which will provide relevant information about the proposed works.

For major work or larger schemes, we may invite stakeholders to pre-arranged open days to outline our proposals and discuss these with you. We may also use open meetings to provide regular reviews and updates on progress with our major programmes of work: where we are considering improvements and/or additions that will have a major impact on a large number of tenants and leaseholders, individual events will be organised so you can have your say and directly influence decisions.

We will also use our website to inform and provide updates on all our projects. We will consider the use of other media such as video where we need to communicate with large numbers of people affected by the proposed works.

Our two main methods of consultation are explained in more detail below:

Consultation Type 1

1. Letters/Leaflets

We will use this type of consultation in the following situations:

- When there is only a minor impact on tenants and leaseholders (for example minor path re-surfacing or small maintenance programmes etc)
- Where the work to be done is routine replacement of items that are of standard design and do not use trial or new technologies or materials (for example, replacement of PVCu double glazing, tiled roofs, heating and hot water systems, guttering and down-pipes etc.)

Consultation Type 2

2. Tenant and Leaseholder Consultation Meetings

We will use this type of consultation in the following situations:

- Where new technology is being used, for example, solar heating, combined heat and power boilers etc
- When carrying out improvement to our estates that will have a major effect on tenants and leaseholders, for example block refurbishment, controlled entry system, new parking scheme, etc
- Where there is an opportunity for you to have an input into the design and choice of a scheme and/or materials, for example, new kitchens, bathrooms. Where we are considering new security measures such as blocking off alleyways, footpaths, new lighting etc
- Where there is an issue of safety concern, for example, asbestos removal, fire prevention/warning systems etc.

Consultation meetings will be held during the defined consultation period (and where major works are involved, until the work is completed), and will include tenant and leaseholder representatives and other relevant stakeholders as relevant.

As part of the ongoing consultation, we may set up “pilot homes” in your area when we are preparing to deliver major programmes of work such as new kitchens, bathrooms and heating systems. Where this is not possible we will try to find a suitable building in your area where we can display the available choices.

We will set up focus groups to help us improve the way we deliver our services. We will take the opportunity to listen to your views and discuss with you how we can change what we do to deliver what you expect and make sure that we “get things right” during the delivery of our programmes.

Our staff responsibilities during planned work:

Head of Property: Responsible for making sure arrangements are in place for consultation to be carried out in accordance with the statutory requirements relating to leaseholders and Red Kite’s Tenant Participation policies.

The Head of Property (HoP) will make recommendations about the investment programme to the Core Procurement Group/Asset Management Group.

The HoP is responsible for preparing the local consultation programme with help from the Tenant and Leaseholder Partnerships Team and relevant Project Managers. Individual Project Managers have the responsibility of managing and monitoring the local consultation programme.

The HoP will act as a liaison with the Experience Team for the assembly, production and management of the investment programme. The HoP will be responsible for ensuring compliance with the Tenant Consultation Standard and that programmes are managed effectively.

Head of Business: Responsible for managing the stock condition information, keeping it up to date and developing annual programmes of planned works based on this information.

Tenant and Leaseholders Partnerships Team: Responsible for providing advice and support to designing consultation arrangements and facilitating such consultation in accordance with this standard.

Project Managers: Project Managers (PM) will be responsible for individual contracts. PM’s are responsible for keeping our Experience Team informed about the technical aspects of the contract and periodic progress; for highlighting those aspects that are likely to impact tenants (duration of contract, methods of working, eg scaffolding, noise/dirt issues, access requirements, etc); and leading any consultation process, such as meetings to answer questions or concerns.

Our Experience and Relationships Teams are fully engaged at the planning stage of our work and advise on those aspects that are likely to significantly impact on tenants (duration of contract, methods of working, eg scaffolding, noise/dirt issues, access requirements, etc); Experience and Relationships Teams are also involved in consultation processes, and will be available at meetings/open days etc to answer questions.

Starting the consultation process

We will always try to engage and consult at the earliest opportunity to establish views and get feedback early on in the process.

Generally, a project that is on a rolling programme, for example window replacement or insulation upgrade works etc, may require consultation after the contractor has been appointed.

Equality and diversity issues

We will ensure that consultation is inclusive, so we will make arrangements so that those benefiting from any proposed works that may have a disability, cultural or specific language requirement can engage in the process. It is our responsibility to identify any particular needs that need to be catered for are met before the consultation process starts.

To ensure people with particular needs are engaged in the consultation process adequately, we will:

- Try to use venues that have access which meet Disability Discrimination Act (DDA) standards or, at least, have a level access and where possible, an induction loop and other adequate facilities. As far as possible, we will ensure we arrange venues that are suitable for all participants' needs; however this is not always practicable as events may be held in village halls etc. Where we are aware, we will engage a signer to interpret if we know that hearing impaired tenants are likely to be present
- Provide translation of written material in relevant languages, if we know that there are people whose first language is not English. We will obviously need to consider the cost and the number of those who need a translation service and how reasonable such arrangements might be when we are planning events
- Consider cultural and religious beliefs, for example by not holding meetings at certain times that may clash with religious festivals etc.

The results of our consultation will be used to help inform us of specific arrangements that we need to consider in advance of carrying out works. For example, we will understand through this process those that have a particular disability who may require specific access arrangements while works are ongoing. We are fully aware that that we need to be responsive and considerate of different cultural and religious needs while work is being carried out.

Our Project Managers will assess any particular diversity/equalities issues before the consultation period. Practical adjustments in terms of cost, time and resources will be made accordingly. This may result in a contract start date being delayed or revised to accommodate particular diversity needs.

Length of consultation

We will always allow a reasonable time for the period of consultation. Where there are many tenants and leaseholders involved, the consultation process will be structured to allow enough time to engage with everyone.

- Consultation type (1)* will probably be between 2 – 4 weeks
- Consultation type (2)* will probably be 1 – 12 months, depending on scheme complexity.

**See Pages 1 and 2 for description of consultation methods 1 and 2.*

No scheme will start during the consultation period. The Scheme Consultation Certificate will need to be signed off by the Project Manager prior to the scheme starting (refer to Appendix A).

Appointing Partner Organisations

When we appoint a partner organisation to help deliver our investment programme, we will make sure that tenants and leaseholders play an active part in appointing them. Tenants, leaseholders and other key stakeholders will be involved at the following key stages:

- Preparation of the tender brief
- During the tender stage
- Evaluating the priced tender bids of method statements
- Interviewing and appointing our potential partner.

Individual tenant and leaseholder consultation

Where possible we will allow all involved stakeholders to influence and choose materials and specifications.

Six weeks before we plan to start work on your home, we will:

- Send you a letter explaining the extent and nature of the work we are to carry out
- Give you the name and contact details of the contractor who will be carrying out the work
- Invite you to tell us about any special needs you or any member of your household may have so we can take account of them
- Hold an open day which will be based locally so as many people as possible can attend. (We may be able to help with transport in special cases). The open day will let you know about the type of work we intend to carry out and give you an opportunity to meet the team ask any questions
- Demonstrate products and relevant colour choices
- Give you details of our contractors' employees emergency numbers
- Make arrangements for our contractor to visit your home to carry out a detailed survey of the proposed work (please note that you may have the right to refuse the work if you do not want it to be carried out)
- Write to you before the work is carried out, setting out:
 - the start and end dates for the work
 - what the work will involve.

Feedback on the service provided

We always send you a questionnaire to complete once the work has finished. This will inform us about how we and our contractors have performed throughout the project. We will ask you to provide feedback on:

- The information we gave you before the work started
- The standard of consultation that took place
- How well the work was carried out
- The quality of the finished product
- Your overall experience and impression of the project.

Our questionnaires help us to target any areas of the service that need to be improved and provide valuable feedback generally. They also give you an opportunity to make comments and suggestions. If you are not happy with the work or service, we will visit you when it is convenient to discuss your concerns and aim to put right any issues.

We may contact you for more details on any comments you make on your completed questionnaire and to discuss any issues you raise.

Fair access

We recognise that an important part of the success of our improvement programme is to give all tenants and leaseholders fair access to our staff and those of our contractors. We aim to give as many opportunities as possible for you to contact us easily and quickly.

Resources – staff who can help

- We will provide a dedicated member of staff who will support you while improvements are carried out in your home. This member of staff will contact you at the start of the project and be available for one-to-one consultations throughout the works
- Our contractor will provide a Resident Liaison Officer (RLO) who will monitor all stages of this standard to ensure that you have the maximum opportunity to influence investment delivery and to assist you in the event of any concerns you may have. The team will be available to help you with any dispute that cannot be resolved by your Project Manager and/or the contractor working in or around your home
- We will provide a contractor contact name and phone number for emergencies (relating to the work they have carried out) outside normal working hours. The contractor will make sure that you can contact staff 24 hours a day for the duration of the project.

Improvement work

As part of our commitment, we will ensure that our contractors have extensive knowledge and experience of carrying out the work they are employed to do. We will work with all our partners to deliver “excellent” standards in the most economical and efficient way.

We will select contractors that share our values and will ensure that quality is a priority. We will monitor their performance and quality throughout the contract period, for example we will take account of:

- How our contractors have performed
- How happy tenants and leaseholders are with the work carried out
- Value for money that our contractors offer
- Whether contractors have upheld our values.

We will closely monitor all aspects of the works and strive to continually improve. This will involve assessing and learning from complaints and feedback.

Meeting the Red Kite Standard – what type of work will be provided?

The work we will manage through our contractors will be aimed at achieving our Red Kite Standard.

This is a standard we agreed at the time of transfer through extensive consultation with our tenants and is significantly better than the Government's Decent Homes Standard. Depending on the results of our stock condition survey, properties may receive one or more of the following main types of work:

- Kitchens
- Bathrooms
- Central heating
- Electrical rewiring
- Windows
- Roof (including soffit and fascia)
- External doors
- External insulation.

We will also carry out other work such as environmental improvements and necessary work to 'non-traditional' properties where identified.

If you live in a leasehold property, we will consult you in line with statutory legislation and we will also offer you the opportunity of being involved in our investment programmes.

Compensation

Compensation will only normally be paid where tenants or leaseholders have suffered some financial loss as a result of negligence caused by us or our contractors. This may include damage to tenants' property or injuries to tenants or leaseholders or their households etc.

Compensation for delays in completing work will depend on issues such as the nature and degree of disruption and level of inconvenience caused. Examples of serious disruption would be where tenants were left without heat and hot water or sanitation for longer than a day. Generally, compensation issues will be considered and evaluated by the Project Manager managing the works. Any agreement to pay compensation will need to be signed off by the Head of Service and the compensation may be payable by our contractor. Appropriate compensation clauses will be incorporated into works contracts.

Action to put things right

If we find that there are particular areas of concern, we will make sure these are discussed within the Asset Management Team who will then decide what action we need to take. Urgent matters will be tackled and put right immediately.

We will refer any issues which arise with existing policies to our Board.

Identification

You will be able to identify members of the workforce in the following ways:

- Each member of our contractors' workforce will wear an identification badge (with their name and photo on it) at all times. Red Kite staff will wear an identification badge (with their name and photo on it) at all times
- Contractor vehicles will have logos showing the collaboration between the contractor and Red Kite
- Our contractors' workforce will wear company branded clothing or high-viz fluorescent waistcoats or jackets with the company name on them.

In the letter that we send you to confirm the start date for the work, we will give you a number that you can call to confirm the identity of any contractors if you have concerns. We recommend that you contact us in all cases should you have suspicion about anyone trying to gain access to your home.

Health and safety

Whenever property improvements, building and construction works take place, there is a potential for people or property to be at risk. We aim to reduce this risk as far as possible by identifying them at the design stage and taking care to avoid damage or harm during the construction phase.

Our overall aim is that our contractors work with the Project Manager and RLOs to make sure that we keep you safe, warm and comfortable while the work is being carried out and that you are disturbed as little as possible.

As part of the work process, our contractor will tell you about any possible dangers and what you can do to help maintain a safe environment.

Safety inspections

Our contractor, as part of their commitment to health and safety, will be constantly monitoring the work to make sure that all necessary safety measures are in place. We will also inspect our contractor's sites and their working practices regularly.

Risk management

Each contractor will assess the risks associated with the work they need to carry out, to identify possible dangers and make sure they can reduce the dangers as far as possible. As part of this process, we will work with our contractors to check whether you have any personal needs that have to be considered. The contractor will keep your personal requirements strictly confidential. If the contractor cannot avoid a possible danger, they will tell all staff and fully train them to reduce the risk of harm. This may involve:

- Inducting all staff to site rules
- Talking staff through how to use certain tools
- Holding health and safety workshops

- Finding out what special needs you have.

Wellbeing

Disruption in the home can sometimes harm people's health, so we aim to reduce disruption as far as possible during the works in the following ways:

- Provide a temporary 'safe' room that you can use
- Make sure you have access to temporary facilities such as water, heating, lighting and power overnight if required
- If we are replacing your kitchen and we cannot replace the basic services and facilities the same day, we will provide you with a 'kitchenette' that includes all the basic kitchen functions
- If your gas appliances are not safe we will let you know and disconnect them. We will provide temporary cooking facilities for a short time while you have the unsafe appliances repaired or get new ones
- If your electrical appliances are found to cause the electrical circuits to trip out after rewiring has been carried out, we will let you know and advise you to have the defective appliance repaired or get a new one.

Key performance indicators (KPIs)

As part of our drive for excellence, we will constantly measure our performance and that of our contractors' against certain pre-agreed standards. These are known as key performance indicators (KPIs).

The KPIs cover the main aims of the project and set targets for us to achieve. Overall, we aim to constantly increase these targets over time to avoid complacency, and work towards 100% compliance. You will have the opportunity to tell us what you think about the works by:

- Filling in survey forms and questionnaires
- Filling in compliment, comment and complaint forms
- Attending focus groups and discussion groups
- Taking part in district-wide consultations carried out by our Quality Team.

Sorting out disagreements

We recognise that there is a need to put strong and effective procedures in place to deal with any disagreements which may arise during our planned maintenance programmes. These procedures will make sure that we can deal with disagreements in a fair and structured way.

We will use our feedback procedure to deal with complaints within eight days. If the complaint relates to health and safety issues, we will resolve it within 24 hours.

Each contractor will make sure that they tell you about the feedback procedure, in writing, before the work starts.

If you want to discuss any disagreement or complaint, you can do so with our contractor's Resident Liaison Officer or our Project Manager.

You can record your complaint in writing, on a standard complaint form or by phone, email or verbally. The forms can be obtained from our contractors or our office at Windsor Court, Kingsmead Business Park, Frederick Place, High Wycombe, Bucks HP11 1JU or downloaded from our website at www.redkitehousing.org.uk. Our aim will be to resolve your complaint as soon as possible within our agreed time limits.

Scheme Consultation Certificate

1. Scheme Details
Scheme Location:

Description of Scheme: (include numbers of tenants and/ or leaseholders involved)

Planned Start Date:

Agreed Consultation Period:

| 2. Consultation Type: (Indicate Yes or No as appropriate) | Yes/No |
|---|--------------------------|
| A Does the scheme feature new technology? | <input type="checkbox"/> |
| B Is the scheme an improvement to a communal area which has a significant effect on tenants and leaseholders? | <input type="checkbox"/> |
| C Is there an opportunity for tenants to exercise choice over design and materials? | <input type="checkbox"/> |
| D Is there a safety issue, such as asbestos removal or fire prevention? | <input type="checkbox"/> |
| E Are there any significant issues of concern for vulnerable tenants, people with a disability, people from a BME group, gender issues, cultural or religious issues, etc? | <input type="checkbox"/> |

If there are any diversity/ equality issues, please note them down on the reverse of this form and say how they will be addressed.

If the answer to any of A to E is 'Yes', a scheme consultation meeting should be held

| | | |
|---|----------------------------|--------------------------|
| Scheme Meeting held Date: | Attendance: Tenants | <input type="checkbox"/> |
| | Leaseholders | <input type="checkbox"/> |
| Brief notes of meeting (e.g. tenant choice, changes made as a result of the meeting) | | |
| <p>If there is no requirement for a scheme consultation meeting, an appropriate consultation letter should be sent. The letter should always seek tenants' and/ or leaseholders' views. This may be done by a tear-off slip, or inviting a letter or phone call, etc.</p> | | |
| Consultation letter sent Date: | Attendance: Tenants | <input type="checkbox"/> |
| | Leaseholders | <input type="checkbox"/> |
| General feedback, if any: | | |

Certificate Signed: **Date:**

Project Manager (Print Name):