

Housing Five Year Capital Refurbishment Programme 2013-2018 Consultation and Resident Communication

Year 1– Phase 1 - July 2013 to Sept 2014

<p>Introduction</p>	<ul style="list-style-type: none"> • A more strategic approach to investment in the Council’s housing stock over the next 5 years is needed– based on an improved standard for homes in Thurrock and a new set of principles to determine priorities for moving homes to this new standard. • This approach will amongst other benefits result in a shift from the current disproportionate comparatively inefficient spend on demand led response repairs to increased more efficient spend on strategic capital investment and proactive planned maintenance • Where refurbishment is identified as the best solution, home will be improved to the new housing standard using the triggers outlined below as the threshold at which replacement for elements should take place. <ul style="list-style-type: none"> ➤ Kitchens over 20 years ➤ Bathrooms over 30 years ➤ Boilers over 15 years ➤ Electrics over 25 years ➤ Windows over 30 years or single glazed ➤ Roofs over 40 or 50 years as applicable <p>This programme will be rolled out across the borough over the next five years as follows:</p> <p>2013-14 Tilbury, Fobbing, Grays (Crux, Blackshots, Seabrook, Grays High Rises) 2014-15 Chadwell, Tilbury, S.Ockendon (Wellington, Broadway, Chadwell High Rises) 2015-16 S.Ockendon, Purfleet, Stifford, Horndon, E. Tilbury (The Greens, Flowers, Broxburn, Garrison) 2016-17 Aveley, Chadwell (Kennington, USK) 2017-18 Corringham, Grays, Linford, Bulphan, W. Thurrock (Shell, The Avenues, Grays High Rises)</p> <p>The comms plan focuses on the first phase of Year 1 (July 2013- Sept 2013) which will then repeat for the next phase and so on.</p>
<p>Aims</p>	<ul style="list-style-type: none"> • Create maximum awareness and engage with all audiences about the housing capital refurbishment programme in Thurrock in three distinct phases, “it’s coming, it’s happening, it’s complete”

	<ul style="list-style-type: none"> • To promote the wider benefits of the programme and the integrated links with the borough's regeneration programme eg links to jobs, skills and improved wellbeing and health for all residents • To ensure that all parties (council staff, contractors, comms, resident liaison officers, tenant participation) communicate consistently with each other and are fully clear about their roles and responsibilities throughout the entire programme. • To maximise the use of digital communications and greater use of online communications for both tenants and internal staff as articulated in Housing's Transformation programme. • To ensure that housing officers are fully aware of the programme or are confident in their access and use of materials to effectively communicate to tenants as ambassadors of the programme.
Objectives	<ul style="list-style-type: none"> • To facilitate the smooth running of the housing capital programme as measured by 60% of positive feedback from tenants, Members and residents • To reduce the number of media enquiries related to repairs on refurbished properties by 70% by the end of Year 1
Key messages	<ul style="list-style-type: none"> • By the end of this five year programme all of Thurrock's existing stock will be of a much higher standard • The Council is improving people's living standards, and conditions to give Thurrock residents a better environment to live in • The Council is investing significantly in its communities across the borough; integrating the housing programme with the boroughs regeneration programme. • The Council is committed to improving our customer service to tenants
Audiences	<ul style="list-style-type: none"> • Tenants • Council Staff

	<ul style="list-style-type: none"> • Residents • Members (Leader, Ward and O&S) • Voluntary and community sector • Media
Channels	<p>External</p> <ul style="list-style-type: none"> • Housing staff (particularly front-line staff) • Local press: Press releases incorporating the Capital Programme in media stories • Drop in sessions for tenants to find out more about the Capital Programme before work begins. Each block that has undergoes refurbishment will have its own resident drop-in session • Booklets – Housing Capital Investment Residents’ Handbook and How to Look After Your Home • Thurrock Website – step by step webpages on the Housing Capital Investment programme • Posters displayed on the relevant council blocks • Letters • Signage • Leaflets <p>Internal</p> <ul style="list-style-type: none"> • Insight • Intranet • Thurrock Manager • Member’s Newsletter • Posters around the offices and in lifts • Manager’s Conference • Staff conference
Implementation phase	<p>Implementation</p> <p>The plan will be to approach communications activity of the programme in three stages for each cycle of work: it’s coming, its happening, it’s complete</p>

The stages will be in quarters (Phase 1 -4) with 500 homes per quarter and overlaps once each stage is nearing the end with the next phase about to commence.

The first stage of our comms activity will be **“it’s coming”**

1. Briefing Members – Sent out June 13
2. Briefing all Housing, Council staff and the Call Centre – June 13
3. Letters to tenants from the council and contractors – June 13
4. Site hoardings in public area on estates
5. Posters displayed outside blocks about to be renovated i.e. (These homes will be renovated as part of Thurrock’s Housing Capital Investment programme
6. Series of local Drop-in events for residents to meet the contractors and discuss the programme
7. Housing Capital Investment programme booklet given to each tenant
8. Capital programme step-by-step guide on council website and intranet.

The second stage of our comms activity: **“it’s happening”**

1. Update hoardings and posters around blocks
2. Letters to residents on the times and dates when the work will be carried out
3. Liaise closely with the contractors, TP and housing to keep up to date on progress
4. Regular meetings with contractors and key housing staff

The third stage of our comms activity: **“it’s complete”**

1. Update hoardings and posters around blocks
 2. Handbook given to tenants “Looking after your kitchen and bathroom”
 3. Press release with case studies of tenants and Members with before and after photos
 4. Drop-in feedback events for residents
 5. Online questionnaires completed by tenants
- (as stage 3 of Phase 1 nears its end, communications activity will overlap with stage 1 of phase 2)

	<p>Tactics</p> <ul style="list-style-type: none"> • Arrange a briefing day for Members to visit a number of residents who were part of the pilot programme • Arrange for tenants to also visit a number of show properties • Arrange signs to be designed and placed at the properties to highlight the 3 different stages of work • A series of case studies, turned into a programme of media stories about improvements and the wider benefits • Internal communications that ensure staff are aware and able to act as ambassadors of the programme • Website pages dedicated to the capital programme to educate and inform residents of the programme and how to look after their homes once completed • Booklet given to residents containing information about the programme and “How to Look After Your Home” • A series of drop-in events, face to face visits, website presence and the resident liaison officer.
<p>Challenges , risks and mitigation</p>	<p>Challenges and Risks</p> <ul style="list-style-type: none"> • Keeping the ‘show on the road’ in housing and not allow the capital programme to have a knock-on effect and disrupt the day to day programme of housing duties. • Tenants dissatisfied with the quality of work and contacting the press • Poor communications with contractors resulting in disjointed and incorrect information being communicated. • Poor internal communications across the various housing teams e.g repairs- contact centre staff- housing officers- caretakers resulting in a breakdown in communications and hence a poor experience for tenants. <p>Mitigation:</p> <p>.All of the work will be carried out in conjunction with the construction company’s experienced staff and resources. Therefore there will be much that the construction company lead on and others where the council</p>

	<p>leads. It is important to be clear at the outset in terms of the various roles and responsibilities of each party.</p> <p>Working with the Housing Department and various managers to highlight the risks and to prepare and plans for those risks with regular internal meetings and drop-in surgeries for tenants.</p>
Evaluation	<ul style="list-style-type: none"> • Establishing key points of 'feedback' from both tenants and staff. This would be both online and hard copy 'drop-boxes' and surveys as well we all drop-in feedback events for all residents • Fortnightly 'Emergency briefings' for key staff who will come together and analyse the progress of the previous fortnight and work on immediate solutions to ensure the following cycle of works is improved. • Monitoring the number of repair calls and repair related media enquiries from refurbished blocks

Action plan (Phase 1)

It's coming

Date	Action
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Date	Action
13 th June	Housing staff Conference – Briefing for wider housing staff on the programme with an information stall where staff were able to ask questions about the programme and what it involves
20 June	<ul style="list-style-type: none"> Initial detailed engagement with local housing staff in year one of the programme.
21 June	<ul style="list-style-type: none"> Resident introductory letter with details of the works that will be carried out and Mobility Questionnaire for residents to complete
23 June	<ul style="list-style-type: none"> Members Briefing Note
24 June	<ul style="list-style-type: none"> Meet the buyer for local businesses Meet the buyer press release
	<ul style="list-style-type: none"> Resident Housing investment Forum
	<ul style="list-style-type: none"> Article for Thurrock brochure
1 st Week July	<ul style="list-style-type: none"> Follow up introductory letters from contractors to residents Council's Internet and Intranet pages go live with step by step guide Ward Members briefing
2nd Week July	<ul style="list-style-type: none"> Pilot Surveys commence
9 th week July	<ul style="list-style-type: none"> Leasehold Forum
2 nd and 3 rd Week July	<ul style="list-style-type: none"> Resident's handbook designed, printed and given to tenants
	<ul style="list-style-type: none"> Local resident drop in sessions to commence.
17 July	<ul style="list-style-type: none"> Report for Housing Overview and Scrutiny with shorter version of the Comms plan for the appendix
1 st Week August	<ul style="list-style-type: none"> Site set ups, respite facilities, banners and information posters in site based housing information boards.

It's happening

Date	Action
	<ul style="list-style-type: none"> Update site set ups, banners and information posters in site based housing boards
	<ul style="list-style-type: none"> Approve contractor material

Date	Action
	<ul style="list-style-type: none"> • Drop-in events arranged throughout the work for all residents
	<ul style="list-style-type: none"> • Onsite contractor dedicated RLO door knocking and meeting residents
	<ul style="list-style-type: none"> • Organise Governance Board meetings
	<ul style="list-style-type: none"> • Engage with local schools opportunities for kids to learn about construction/apprenticeships

It's complete

Date	Action
November	<ul style="list-style-type: none"> • Update site set ups, banners and information posters in site based housing boards
	<ul style="list-style-type: none"> • Feedback events for residents
	<ul style="list-style-type: none"> • Handbook given to tenants "Looking after your kitchen and bathroom"
	<ul style="list-style-type: none"> • Feature in Members' Newsletter with case studies and photos of finished works
	<ul style="list-style-type: none"> • Publicise the first phase of the programme with case studies of before and after photos
January	<ul style="list-style-type: none"> • Progress report at Housing and Overview Scrutiny Committee with details of any refined communications based on feedback from residents.