



**Putting Residents First Standards**  
**How we will consult and involve you on major works to your home**

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Author: Sebastian Rios, Service Development Officer [Sebastian.rios@southwark.gov.uk](mailto:Sebastian.rios@southwark.gov.uk)

Lead manager: Desmond Vincent, Head of Investment, [Desmond.Vincent@southwark.gov.uk](mailto:Desmond.Vincent@southwark.gov.uk)

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## Introduction

Improving housing in Southwark is central to the Council's wider plans to create a fairer future for all. Access to appropriate, good quality, genuinely affordable homes is important not just for residents but also to the wider economy and essential to shaping a borough that all residents can be proud of and which is truly sustainable into the future.

We carry out major works in order to maintain and improve our housing stock. When we carry out major works refurbishment, the following works may be included:

- decorations to shared areas
- new quality kitchens and bathrooms to tenanted properties (for kitchens over 20 years old and bathrooms over 30 years old)
- removal of cladding
- roofs, windows, brickwork and other replacements we have assessed as necessary
- district heating, lifts and water tanks (these works have their own separate programmes)
- renewal of fire doors
- compartmentalisation

When we refer to major works these are substantial works to properties or estates and there are no demolition or new build works included. New build projects (regeneration projects) and day-to-day repairs contracts have a different consultation process.

Included with our standards you will be able to find additional information to help you understand who is involved during our major works projects and their key responsibilities.

We have also included a simple chart explaining our Officers' management responsibilities to help you understand who you could escalate concerns and issues to. We kindly ask that you always follow the structure before escalating your query to a more senior managing Officer.

If you wish to find out more information about how the council currently provides major works and what contracts are in place to deliver major works projects, please visit [www.southwark.gov.uk/home-owners-services/major-works-costs](http://www.southwark.gov.uk/home-owners-services/major-works-costs) and visit the "procurement" section.

Alternatively you can also visit the main procurement pages of the Southwark website by visiting [www.southwark.gov.uk/business/procurement](http://www.southwark.gov.uk/business/procurement) where you can find more detailed information about Southwark's procurement.

## About the standards

The aim of this document is to explain how we will consult with you and how you can get involved during our major works projects and your role in each stage.

With the help of Southwark residents who have first-hand experience of major works, we have established 33 standards. They apply to everyone involved in major works to your home, whether they work for the council, are one of our contractors or one of our professional technical advisors.

The standards set out the minimum level of service you can expect from us and we recognise that each estate is different which is why we try to adapt our consultation approaches to match your specific needs.

We try our best to meet these standards on every project and if you feel we have failed to achieve them or if you wish to make a general complaint please speak to the contractor's Resident Liaison Officer first or the Council's Customer Relationship Officer. If you want more information on how to make formal complaint please read the section on how to make a formal complaint included in "appendix 4" of this document.

Some of our estates have very active Tenants and Residents Associations (T&RAs), which represent their estate in discussions with the Council. If your estate does not have an active T&RA and you feel your estate could use some extra help to get organised then please contact the Tenant and Homeowner Involvement Team, who would be very happy to support you through this process.

Please visit [www.southwark.gov.uk](http://www.southwark.gov.uk) and search "Housing: getting involved" for more information.

We are continuously looking for ways to improve our consultation approaches and welcome your feedback about these standards at any time. You can send us your feedback by emailing: [majorworks@southwark.gov.uk](mailto:majorworks@southwark.gov.uk).

## The Standards – Communication channels and supporting residents

1. We will ensure that all major works correspondence is written in Plain English and in an easy to read and understandable format.
  - We will work with our Resident Service Officers before any works begin to identify any residents who require our correspondence to be presented in a different format and ensure the information is accessible and understandable by all our residents.
2. For those whose first language is not English and require extra support understanding these standards or any major works correspondence, we have access to a translation and telephone interpreting service.
  - If you require assistance please inform the Council's Customer Relationship Officer in charge of your project who will be able to assist you to access these services.
3. We will use letters, emails, text messaging and posters to send information about meetings, face to face drop in sessions and other important information about the project, as well as events that residents can get involved in and have their say about the major works to their home.
4. We will use the Commonplace platform for future major works projects, where residents and homeowners will be able to find more detailed information such as work details, estimated timetable of works and important events.
  - A Commonplace website is a separate platform to the main Southwark website where residents can find important information about a specific major works project;
  - If a Commonplace is not set up, all this information is available upon request and will be made available during the various events throughout any project.
5. We will ensure that all face to face drop in sessions and meetings are also offered virtually, to give the opportunity to more residents to attend these important events.
6. We will liaise with our Resident Service Officers before any works begin to support our vulnerable residents during major works based on their individual needs.

## The Standards – Before the works start

7. Our aim is to give you the longest notice possible to inform you that your home is included in the upcoming year's programme. We aim to do this before the end of each financial year if your property is included in the upcoming year's programme (*please note we use the financial year, which runs from April – March*).

We recognise that this is not always possible as our major works programme could change based on the condition of our blocks and high priority emergency works that may be needed.

If your property is included in the upcoming year's programme we will write to all tenants, resident and non-resident leaseholders and freeholders whose properties will be subject to a major works project. This letter will include:

- Information about surveys that will be carried out to your home or estate;
  - Broad details of the works to be carried out, for example windows, bathrooms or electrics (unfortunately, we cannot be more specific until we've carried out a survey on your home);
  - A link to the project's Commonplace website (if appropriate);
  - Details of the team who will be overseeing the work and how to contact them (Please see appendix 1).
8. We will carry out an initial walkabout to assess the condition of the estate and will invite local residents, local ward Councillors, T&RA representatives, Tenant Management Organisations (TMO) representatives and Resident Service Officers.
  9. Our technical surveyor will carry out surveys of homes to see exactly what works are needed:
    - Additionally, to ensure we receive as much information about the condition of your home or estate to help us identify the work needed, we will use different tools to enable residents to complete a condition survey;
    - We will send the surveys by post and these will also include a link to an online version of the survey in case any resident wishes to complete the survey online;
    - If a Commonplace is set up for the project, we will make these surveys available to complete on the project's Commonplace website;
    - If you have signed up to the Online Resident Panel and selected to be contacted about major works, we will also send you a link to the survey by email.

10. We will hold a face to face drop in session and invite local residents, local ward Councillors, T&RA representatives, TMO representatives and Resident Service Officers. During this session you will have the opportunity to meet the team responsible for the works face-to-face.

- During this meeting you will have the opportunity to provide us with any extra information and discuss any concerns with the team on a one to one basis if required;
- We will also collect details of residents interested in being part of a group called a “Residents Project Team (RPT)”;
- The RPT will act as an important consultation group for the project and will meet approximately monthly to discuss all issues relating to the contract;
- Residents who are not members of the RPT can still get involved in the same way as those who are and get in touch with the team responsible for the project at any time.

11. We will set up the RPT and they will represent your interests during the works and we expect that individuals who are part of any T&RA and/or TMO will form part of the RPT.

- We will meet with them regularly (approximately once a month) and try to agree meeting times that are convenient for all members of the RPT and the meeting times may alternate between day and evening to ensure as many residents as possible can contribute. This means meeting times may change from month-to-month;
- The length of the meetings can vary depending on the issues raised at the time;
- In the event that we are unable to set up a RPT, we will continue to meet with the T&RA (if appropriate) and hold face to face drop ins for all residents.

12. We will work with the RPT to look at all of the available options and discuss what works should be carried out (this is called a draft feasibility report).

- We will recommend a method to select a contractor and we will provide you with the reasons we are recommending this method. Residents will have the opportunity to give us feedback on our recommendations;
- At this stage if an individual tender process is done, a notice of intention will be served on homeowners if required.

13. We will hold a second face to face drop in session for all residents to see the works we are planning at feasibility stage and all of the different options.

- If a substantial amount of residents have technical reasons for disagreeing with the technical advice received for the works, then an independent qualified surveyor will be asked to review the proposals;
  - By substantial, we mean at least 20% of the residents in the project;
  - The costs of an independent surveyor could vary between £80 to £100 per hour and will be included as part of the projects total costs and are therefore rechargeable to homeowners.
14. We will discuss the final specification with the RPT, noting where there have been changes since the feasibility stage and we will try to minimise the impact of the works on the whole estate, including on communal areas.
- If there isn't a RPT set up we will hold a face to face drop in session for all residents on the estate.
15. If you are a leaseholder, once the project has been priced we will pass the agreed priced specification to the homeownership department. You will be formally consulted following the procedures set out in law, referred to as section 20 consultation. You will be sent section 20 notices at legally required stages.
- We will also hold face to face drop in sessions just for leaseholders to discuss the section 20 notice and repayment options.
16. The homeownership team will liaise with the investment delivery teams to respond to any comments raised in response to the section 20 consultation. The investment delivery team will consider any issues raised and liaise with the Homeownership team to formally respond to all comments raised.
17. We will hold a third face to face drop in session for all residents just before the works start.
- We will use this meeting to explain the works, the timetable and introduce the contractor;
  - This may include a "You said, we did" document, explaining how we have used your suggestions.
18. All our contractors must follow a code of conduct which is part of their contract for each project. During the RPT meetings before the works start, specific site method statements will be prepared for the project. These statements are likely to be agreed as long as they are reasonable and do not have a negative impact on how long the works will take or how much they will cost.
19. The contractor will issue an introductory booklet for you, containing the following information:



- Why we are carrying out the works, which homeowners would have already been advised of as part of the statutory section 20 process;
- What is included in the works;
- When we will do it;
- The contractors' hours of work;
- The rules we expect contractors to follow while on site;
- Any impact on communal areas and services;
- Who to contact if you have any problems and how quickly they will reply to you.

### **The Standards – During the works**

20. If required there will be a residents' respite unit (break place), within or close to the welfare site in case you wish to have a place to have a break while our contractors carry out noisy works near your home.

- For example a respite unit (break place) will be made available, where it is known there will be extensive drilling or kitchens & bathrooms are being replaced as part of the works.

21. The contractor will send out letters when different elements of works are taking place to keep all residents informed and will also send out monthly newsletters and hold coffee sessions.

22. We will hold monthly site meetings with the RPT. At these meetings, we will provide:

- An updated timetable for the works;
- An updated summary of costs (overall and on a block by block basis).

23. If we need access to your home, we will write to you and we will aim to give you a minimum of 2 weeks notice. If for whatever reason we cannot give you this much notice, then we will contact you and explain clearly why we need to access your property at short notice.

24. Continuously throughout the project, we will review how things are going and look at the feedback from the satisfaction surveys.

- This will be carried out during the RPT meetings or during resident face to face drop in sessions;

- Additionally, if a resident wants to send us any comments at any point during the project, this can be done by contacting the Council's Customer Relationship Officer or Contract Manager.

25. We will send you a letter or email two weeks before handover so you can help us identify any outstanding works. If you want to personally sign-off any defects in the works carried out then you will be given a form to confirm the defects have been fixed to a satisfactory standard.

26. We will walk around with resident representatives and local ward councillors a week before the handover to ensure that the works have been completed to a high standard before they are officially signed off.

- The team completing the walk about will have a list of the final works carried out which will be reviewed as part of the walkabout.

### **The Standards – After the works**

27. We will carry out resident satisfaction surveys after works have been completed.

- To ensure we receive as much information as possible to help us improve for future projects, we will use different tools to enable residents to complete the resident satisfaction surveys;
- We will send the surveys by post and these will also include a link to an online version of the survey in case any resident wishes to complete the survey online;
- If a Commonplace is set up for the project, we will make these surveys available to complete on the project's Commonplace website;
- If you have signed up to the Online Resident Panel and selected to be contacted about major works, we will also send you a link to the survey by email.

28. The contractor will send out a handover booklet that explains how all the new installations in your home work.

29. We will review how the works went and see what we can learn for the future with the RPT. For the first 12 months after the works are finished, we can ask the contractors to come back to complete any outstanding work or repair any defective pieces that were part of the works. This is called a Defects Liability Period (DLP).

30. We will write to you 8 weeks before the end of the DLP to make sure that all remaining work has been completed.

31. We will hold a final face to face drop in session for homeowners and tenants to discuss, agree and answer queries on the draft final account before is agreed.
32. We will carry out a walkabout with resident representatives and the local ward councillors 2 weeks before end of the DLP to pick up any final issues.
33. The final account for the contract will be agreed between the contactor and the technical surveyor or professional technical advisor and the final bills sent to homeowners and any issues raised will be responded to by the investment and/or homeownership teams as appropriate.

## Appendix 1: Who is involved

<b>The Standards – Communication channels and supporting residents</b>	<b>Who is involved</b>
<p>1. We will ensure that all major works correspondence is written in Plain English and in an easy to read and understandable format.</p> <ul style="list-style-type: none"> <li>We will work with our Resident Service Officers before any works begin to identify any residents who require our correspondence to be presented in a different format and ensure the information is accessible and understandable by all our residents.</li> </ul>	<p>Council Officers Contractors</p>
<p>2. For those whose first language is not English and require extra support understanding these standards or any major works correspondence, we have access to a translation and telephone interpreting service.</p> <ul style="list-style-type: none"> <li>If you require assistance please inform the Council's Customer Relationship Officer in charge of your project who will be able to assist you to access these services.</li> </ul>	<p>Contract Manager Customer Relationship Officer</p>
<p>3. We will use letters, emails, text messaging and posters to send information about meetings, face to face drop in sessions and other important information about the project, as well as events that residents can get involved in and have their say about the major works to their home.</p>	<p>Contract Manager Customer Relationship Officer</p>

<p>4. We will use the Commonplace platform for future major works projects where residents and homeowners will be able to find more detailed information such as work details, estimated timetable of works and important events.</p> <ul style="list-style-type: none"> <li>• A Commonplace website is a separate platform to the main Southwark website where we residents can find important information about an specific major works project</li> <li>• If a Commonplace is not set up, all this information is available upon request and will be made available during the various events throughout any project.</li> </ul>	<p>Contract Manager Customer Relationship Officer</p>
<p>5. We will ensure that all face to face drop in sessions and meetings are also offered virtually, to give the opportunity to more residents to attend these important events.</p>	<p>Contract Manager Customer Relationship Officer</p>
<p>6. We will liaise with our Resident Service Officers before any works begin to support our vulnerable residents during major works based on their individual needs.</p>	<p>Contract Manager Customer Relationship Officer</p>

<b>The Standards – Before the works start</b>	<b>Who is involved</b>
<p>7. Our aim is to give you the longest notice possible to inform you that your home is included in the upcoming year's programme. We aim to do this before the end of each financial year if your property is included in the upcoming year's programme (<i>please note we use the financial year, which runs from April – March</i>)</p> <p>We recognise that this is not always possible as our major works programme could change based on the condition of our blocks and high priority emergency works that may be needed.</p> <p>If your property is included in the upcoming year's programme we will write to all tenants, resident and non-resident leaseholders and freeholders whose properties will be subject to a major works project. This letter will include:</p> <ul style="list-style-type: none"> <li>• Information about surveys that will be carried out to your home or estate</li> <li>• Broad details of the works to be carried out, for example windows, bathrooms or electrics (unfortunately, we cannot be more specific until we've carried out a survey on your home)</li> <li>• A link to the project's Commonplace website (if appropriate)</li> <li>• Details of the team who will be overseeing the work and how to contact them (Please see appendix one)</li> </ul>	<p>Project Manager  Contract Manager  Customer Relationship Officer  Capital works officer  Contractor (for projects under partnering contracts)</p>
<p>8. We will carry out an initial walkabout to assess the condition of the estate and will invite local residents, local ward Councillors, T&amp;RA representatives, Tenant Management Organisations (TMO) representatives and Resident Service Officers.</p>	<p>Contract Manager  Customer Relationship Officer  Contractor  Resident Service Officers (invited)  Repairs Officers (invited)  Local ward councillors (invited)  Internal surveyor or professional technical advisor/  Quantity Surveyor</p>

<p>9. Our technical surveyor will carry out surveys of homes to see exactly what works are needed:</p> <ul style="list-style-type: none"> <li>• Additionally, to ensure we receive as much information about the condition of your home or estate to help us identify the work needed, we will use different tools to enable residents to complete a condition survey</li> <li>• We will send the surveys by post and these will also include a link to an online version of the survey in case any resident wishes to complete the survey online</li> <li>• If a Commonplace is set up for the project, we will make these surveys available to complete on the project's Commonplace website</li> <li>• If you have signed up to the Online Resident Panels and selected to be contacted about major works, we will also send you a link to the survey by email</li> </ul>	<p>Contract Manager  Specialist surveyors (i.e. Asbestos Surveyors)  Internal Surveyor or professional technical advisors/  Quantity Surveyor</p>
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10. We will hold a face to face drop in session and invite local residents, local ward Councillors, T&RA representatives, TMO representatives and Resident Service Officers. During this session you will have the opportunity to meet the team responsible for the works face-to-face.

- During this meeting you will have the opportunity to provide us with any extra information and discuss any concerns with the team on a one to one basis if required
- We will also collect details of residents interested in being part of a group called a “Residents Project Team (RPT)”
- The RPT will act as the main consultation group for the project and will meet approximately monthly to discuss all issues relating to the contract
- Residents who are not members of the RPT, can still get involved in the same way as those who are and get in touch with the team responsible for the project at any time

Project Manager  
Contract Manager  
Customer Relationship Officer  
Resident Service Officers (invited)  
Repairs Officers (invited)  
Local ward councillors (invited)



<p>11. We will set up the RPT and they will represent your interests during the works and we expect that individuals who are part of any T&amp;RA and/or TMO will form part of the RPT.</p> <ul style="list-style-type: none"> <li>• We will meet with them regularly (approximately once a month) and try to agree meeting times that are convenient for all members of the RPT and the meeting times may alternate between day and evening to ensure as many residents as possible can contribute. This means meeting times may change from month-to-month</li> <li>• The length of the meetings can vary depending on the issues raised at the time</li> <li>• In the event that we are unable to set up a RPT, we will continue to meet with the T&amp;RA (if appropriate) and hold face to face drop ins for all residents</li> </ul>	<p>Project Manager Contract Manager Customer Relationship Officer</p>
<p>12. We will work with the RPT to look at all of the available options and discuss what works should be carried out (this is called a draft feasibility report).</p> <ul style="list-style-type: none"> <li>• We will recommend a method to select a contractor and we will provide you with the reasons we are recommending this method. Residents will have the opportunity to give us feedback on our recommendations</li> <li>• At this stage if an individual tender process is done, a notice of intention will be served on homeowners if required.</li> </ul>	<p>Project Manager Contract Manager Customer Relationship Officer Contractor (for schemes under partnering contracts) Internal Surveyor or Professional technical advisor/ Quantity Surveyor</p>

<p>13. We will hold a second face to face drop in session for all residents to see the works we are planning at feasibility stage and all of the different options.</p> <ul style="list-style-type: none"> <li>• If a substantial amount of residents have technical reasons for disagreeing with the technical advice received for the works, then an independent qualified surveyor will be asked to review the proposals</li> <li>• By substantial, we mean at least 20% of the residents in the project</li> <li>• The costs of an independent surveyor could vary between £80 to £100 per hour and will be included as part of the projects total costs and are therefore rechargeable to homeowners</li> </ul>	<p>Project Manager  Contract Manager  Customer Relationship Officer  Resident Service Officer (invited)  Repairs Officer (invited)  Local ward councillors (invited)</p>
<p>14. We will discuss the final specification with the RPT, noting where there have been changes since the feasibility stage and we will try to minimise the impact of the works on the whole estate, including on communal areas.</p> <ul style="list-style-type: none"> <li>• If there isn't a RPT set up we will hold a face to face drop in session for all residents on the estate</li> </ul>	<p>Head of Investment  Design &amp; Delivery Manager  Project Manager  Contract Manager  Customer Relationship Officer  Capital works officer  Internal Surveyor or  Professional technical advisor/  Quantity Surveyor</p>
<p>15. If you are a leaseholder, once the project has been priced we will pass the agreed priced specification to the homeownership department. You will be formally consulted following the procedures set out in law, referred to as section 20 consultation. You will be sent section 20 notices at legally required stages.</p> <ul style="list-style-type: none"> <li>• We will also hold face to face drop in sessions just for leaseholders to discuss the section 20 notice and repayment options</li> </ul>	<p>Capital works officer  Design &amp; Delivery Manager  Project Manager  Contract Manager  Customer Relationship Officer</p>

<p>16. The homeownership team will liaise with the investment delivery teams to respond to any comments raised in response to the section 20 consultation. The investment delivery team will consider any issues raised and liaise with the Homeownership team to formally respond to all comments raised.</p>	<p>Capital works officer Head of Investment Design &amp; Delivery Manager Project Manager Contract Manager Internal Surveyor or Professional technical advisor/ Quantity Surveyor</p>
<p>17. We will hold a third face to face drop in session for all residents just before the works start.</p> <ul style="list-style-type: none"> <li>• We will use this meeting to explain the works, the timetable and introduce the contractor</li> <li>• This may include a “You said, we did” document, explaining how we have used your suggestions</li> </ul>	<p>Contract Manager Customer Relationship Officer Contractor Resident Service Officers (invited) Repairs Officers (invited) Local ward councillors (invited)</p>
<p>18. All our contractors must follow a code of conduct, which is part of their contract for each project. During the RPT meetings before the works start, specific site method statements will be prepared for the project. These statements are likely to be agreed as long as they are reasonable and do not have a negative impact on how long the works will take or how much they will cost.</p>	<p>Project Manager Contract Manager</p>
<p>19. The contractor will issue an introductory booklet for you, containing the following information:</p> <ul style="list-style-type: none"> <li>• Why we are carrying out the works, which homeowners would have already been advised of as part of the statutory section 20 process.</li> <li>• What is included in the works</li> <li>• When we will do it</li> <li>• The contractors’ hours of work</li> <li>• The rules we expect contractors to follow while on site</li> <li>• Any impact on communal areas and services</li> <li>• Who to contact if you have any problems and how quickly they will reply to you</li> </ul>	<p>Contractor</p>

<b>The Standards – During the works</b>	<b>Who is involved</b>
<p>20. If required there will be a residents' respite unit (break place), within or close to the welfare site in case you wish to have a place to have a break while our contractors carry out noisy works near your home.</p> <ul style="list-style-type: none"> <li>For example a respite unit (break place) will be made available, where is known there will be extensive drilling or kitchens &amp; bathrooms are being replaced as part of the works.</li> </ul>	<p>Contract manager Contractor</p>
<p>21. The contractor will send out letters when different elements of works are taking place to keep all residents informed and will also send out monthly newsletters and hold coffee sessions.</p>	<p>Contract Manager Contractor</p>
<p>22. We will hold monthly site meetings with the RPT. At these meetings, we will provide:</p> <ul style="list-style-type: none"> <li>An updated timetable for the works</li> <li>An updated summary of costs (overall and on a block by block basis)</li> </ul>	<p>Contract Manager Customer Relationship Officer Contractor Resident Service Officers (invited) Repairs Officers (invited) Local ward councillors (invited)</p>
<p>23. If we need access to your home, we will write to you and we will aim to give you a minimum of 2 weeks' notice. If for whatever reason we cannot give you this much notice, then we will contact you and explain clearly why we need to access your property at short notice.</p>	<p>Contract Manager Customer Relationship Officer Contractor Resident Service Officer</p>

<p>24. Continuously throughout the project, we will review how things are going and look at the feedback from the satisfaction surveys.</p> <ul style="list-style-type: none"> <li>• This will be carried out during the RPT meetings or during resident face to face drop in sessions</li> <li>• Additionally, if a resident wants to send us any comments at any point during the project, this can be done by contacting the Council's Customer Relationship Officer or Contract Manager</li> </ul>	<p>Contract Manager Customer Relationship Officer Contractor</p>
<p>25. We will send you a letter or email two weeks before handover so you can help us identify any outstanding works. If you want to personally sign-off any defects in the works carried out then you will be given a form to confirm the defects have been fixed to a satisfactory standard.</p>	<p>Contract Manager Customer Relationship Officer</p>
<p>26. We will walk around with resident representatives and local ward councillors a week before the handover to ensure that the works have been completed to a high standard before they are officially signed off.</p> <ul style="list-style-type: none"> <li>• The team completing the walk about will have a list of the final works carried out which will be reviewed as part of the walk about.</li> </ul>	<p>Project Manager Contract Manager Customer Relationship Officer Contractor Internal Surveyor or Professional technical advisor/ Quantity Surveyor</p>

<b>The Standards – After the works</b>	<b>Who is involved</b>
<p>27. We will carry out resident satisfaction surveys after works have been completed.</p> <ul style="list-style-type: none"> <li>• To ensure we receive as much information as possible to help us improve for future projects, we will use different tools to enable residents to complete the resident satisfaction surveys</li> <li>• We will send the surveys by post and these will also include a link to an online version of the survey in case any resident wishes to complete the survey online</li> <li>• If a Commonplace is set up for the project, we will make these surveys available to complete on the project's Commonplace website</li> <li>• If you have signed up to the Online Resident Panels and selected to be contacted about major works, we will also send you a link to the survey by email</li> </ul>	<p>Contract Manager Customer Relationship Officer</p>
<p>28. The contractor will send out a handover booklet that explains how all the new installations in your home work.</p>	<p>Contractor</p>
<p>29. We will review how the works went and see what we can learn for the future with the RPT. For the first 12 months after the works are finished, we can ask the contractors to come back to complete any outstanding work or repair any defective pieces that were part of the works. This is called a Defects Liability Period (DLP).</p>	<p>Project Manager Contract Manager Customer Relationship Officer Contractor Internal Surveyor or professional technical advisor</p>
<p>30. We will write to you 8 weeks before the end of the DLP to make sure that all remaining work has been completed.</p>	<p>Contract Manager Customer Relationship Officer</p>

<p>31. We will hold a final face to face drop in session for homeowners and tenants to discuss, agree and answer queries on the draft final account before is agreed.</p>	<p>Project Manager Contract Manager Customer Relationship Officer Internal Surveyor or Professional technical advisor / Quantity Surveyor Capital works officer Resident Service Officers (invited) Repairs Officers (invited) Local ward councillors (invited)</p>
<p>32. We will carry out a walkabout with resident representatives and the local ward councillors 2 weeks before end of the DLP to pick up any final issues.</p>	<p>Project Manager Contract Manager Customer Relationship Officer Contractor Resident Service Officers (invited) Repairs Officers (invited) Local ward councillors (invited) Internal surveyor or professional technical advisor</p>
<p>33. The final account for the contract will be agreed between the contactor and the technical surveyor or professional technical advisor and the final bills sent to homeowners and any issues raised will be responded to by the investment and/or homeownership teams as appropriate.</p>	<p>Project Manager Contract Manager Customer Relationship Officer Internal Surveyor or Professional technical advisor/ Quantity Surveyor Capital works officer</p>

## Appendix 2: Allocation of Responsibilities

Role	Key Responsibilities
Head of Investment	<ul style="list-style-type: none"> <li>Responsible for the delivery of the housing department major works programme</li> </ul>
Design & Delivery Manager	<ul style="list-style-type: none"> <li>Ensure effective monitoring and cost control of the delivery programme ensuring that overall viability of the programme is maintained and delivered in line with Council financial procedures and ensure the appropriateness of procurement and contract control</li> </ul>

Role	Key Responsibilities
Design & Delivery Manager	<p>methods. Ensure appropriate funding sources are sufficiently identified for the overall programme and that all risks are appropriately managed. Identify remedial action when required, ensuring value for money, efficiencies and savings.</p> <ul style="list-style-type: none"> <li>• To manage the implementation of complex and diverse technical policies, briefs and strategies affecting the asset management delivery services including the commissioning of specialist consultants as required. To ensure that all proposals and appointments comply with national and EU statutory and legislative requirements and standing orders. Actively participate in groups responsible for the development of such.</li> <li>• Responsible for the resolution of escalated contract disputes including adjudication, mediation and dispute resolution as appropriate and organising resources to identify, manage, monitor and mitigate risks. Ensuring appropriate business and contingency plans in place.</li> <li>• Provide strategic management to officers who are responsible for overall control and management of internal and external technical staff or make design recommendations during all stages of procurement, inception and delivery of investment teams, work packages and regeneration projects.</li> <li>• To ensure that there is a strong management regime in place that provides support and challenges to the project delivery teams to</li> </ul>



Role	Key Responsibilities
Design & Delivery Manager	<p>enable residents to have full opportunities to be involved in the development of excellent project delivery services. Ensure proper management of equality and diversity so all residents can participate in the mainstream activity of the asset management delivery service. Review how such services are prioritised and delivered and that marginalised groups are targeted for engagement.</p>
Project Manager	<ul style="list-style-type: none"> <li>• Develop, co-ordinate and implement a customer focused, well designed and cost-effective schemes and work packages, working with asset management team, and including procurement of contractors and consultants as necessary.</li> <li>• To be responsible for the performance of borough wide and Area Housing investment based schemes and work packages and to ensure financial control.</li> <li>• Evaluate effectiveness of contracts, service provider's products and consultants used and to make recommendations on changes or developments as required.</li> <li>• Responsible for the overall delivery of all individual projects, schemes or work packages.</li> <li>• Manage Quality Control issues for individual projects and make appropriate recommendations for change.</li> <li>• Leads on residents' consultation process for proposed works packages.</li> </ul>

Role	Key Responsibilities
Contract Manager	<ul style="list-style-type: none"> <li>• Responsible for the operational aspect of procurement and delivery of defined schemes, works, packages, regeneration schemes and such within the councils defined policies and procedures. This may include the use of framework contractors, existing term or partnering contractors and traditional forms of tendering.</li> <li>• Manage and monitor the performance of contractors, service providers and consultants including the preparation of compliance and default notices and compilation of data for KPI and other performance assessments.</li> <li>• Responsible for the delivery and operational management of customer and stakeholder expectations including the implementation of policy &amp; statutory and council requirements governing consultation such as 'Putting Residents First' and leasehold consultation requirements.</li> <li>• Manage quality and cost control issues for defined schemes and make appropriate recommendations for change to the project manager.</li> <li>• Manage the monthly performance of contractors and consultants through various processes such as assisting in performance reviews, progress, partnering and framework meetings. Responsible for the implantation and delivery of lessons learnt meetings and making appropriate recommendations for improvement to the project</li> </ul>

Role	Key Responsibilities
	<p>manager.</p> <ul style="list-style-type: none"> <li>• Represent asset management in various contexts including area networking meetings, customer consultation, community meetings, other council business units and departments. Develop &amp; maintain constructive working relations with such including project management support for improvements to service.</li> </ul>
Customer Relationship Officer	<ul style="list-style-type: none"> <li>• Responsible for customer relations surrounding the investment programme and to ensure that relationships are developed at area and community level.</li> <li>• To ensure that any consultation, resolution of issues, communication and public relations is carried out as efficiently and effectively as possible with due regard to the policies, financial regulations and procedures of the Council.</li> <li>• Resolve problems at an area or project level dealing with officers, residents, service providers, consultants etc.</li> <li>• Carry out customer and performance surveys, supporting the service providers and the site surveyors with customer relationship, tenant choice, contact arrangements, etc</li> <li>• Lead on resident engagement in investment projects and use a range of methods to ensure resident feedback is obtained.</li> <li>• Responsible for liaising with the area offices and stakeholder forums.</li> </ul>

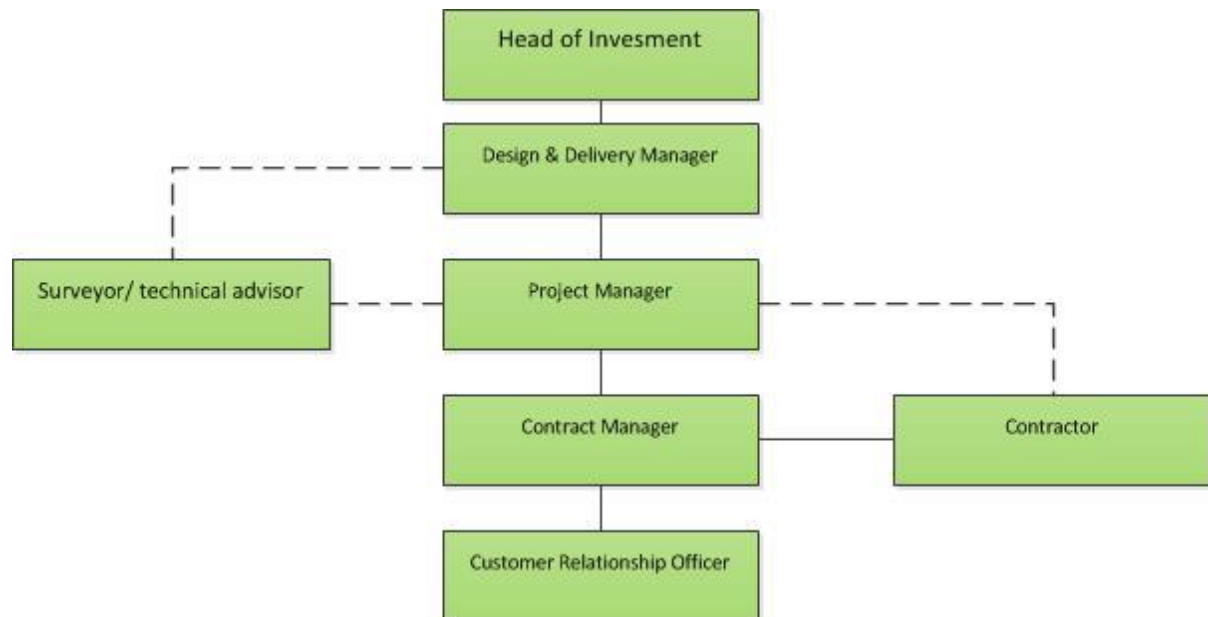
Role	Key Responsibilities
Capital Works Officer	<ul style="list-style-type: none"> <li>• Responsible for carrying out Section 20 consultation, complying with all statutory obligations and internal procedures. This involves obtaining information from surveyors and project managers about proposed works, and investigating and answering leaseholders' queries, concerns and challenges in respect of Section 20 consultation</li> <li>• Responsible for ensuring accurate calculation of estimate and final account charges for major works in the borough, in accordance with the lease and legislation.</li> <li>• Responsible for ensuring estimated and final account service charges for all contracts are fully reconciled. Responsible for investigating and applying appropriate apportionments to the costs in order to construct service charges</li> <li>• Responsible for advising leaseholders, project managers, surveyors, consultants and contractors about the requirements for consultation and the elements that are rechargeable to lessees. This includes representing the council at various meetings, held with residents in general or with leaseholders/freeholders and their representatives</li> </ul>
Surveyor/ technical advisor /Quantity Surveyor	<ul style="list-style-type: none"> <li>• Properties Surveys</li> <li>• Prepare or check feasibility reports</li> <li>• Prepare and check specification</li> </ul>

Role	Key Responsibilities
	<ul style="list-style-type: none"> <li>• Review costings in liaison with a quantity surveyor</li> <li>• Supervise the works in liaison with the clerk of work</li> <li>• Sign off works</li> <li>• Quantity surveyor is in charge of the checks for client on quantities and pricing used in the contract</li> </ul>
Contractor	<ul style="list-style-type: none"> <li>• Carry out works</li> <li>• Comply with Putting Residents First Standards</li> <li>• Reply to residents queries relating to works being carried out in estate/street</li> </ul>
Resident Service Officer	<ul style="list-style-type: none"> <li>• Provide a visible and approachable presence on Southwark's housing estates</li> <li>• Work with others (residents, neighbourhood Police, TRA, grounds maintenance team, colleagues from Asset Management and other key stakeholders) to maintain a high quality physical and safe environment</li> <li>• To provide tenancy and leasehold management and enforcement services</li> <li>• In consultation with residents, the Resident Services Manager and other stakeholders (e.g. Communal Repairs staff, Pest control, cleaning, gas servicing teams, Major Works staff, Fire Safety staff) establish and</li> </ul>

Role	Key Responsibilities
	<p data-bbox="906 235 1414 562">maintain a development plan for each estate aligned with major maintenance investment plans, resourcing demands and resident issues. Ensure the implementation of each plan, monitoring progress, addressing challenges and providing regular updates as required</p> <ul data-bbox="858 607 1414 887" style="list-style-type: none"> <li data-bbox="858 607 1414 887">• To safeguard and work with vulnerable residents to ensure their needs are met through the housing service and to provide a signposting service for residents with additional support needs making timely referrals internally and externally to assist tenants</li> </ul>

## Appendix 3: Teams structure

### Investment Delivery



### Service Charge Construction (Homeownership)



## **Appendix 4: Important Clarification Information**

### **Important information about statutory consultation (Section 20 Notice) additional costs and final accounts**

The Homeownership department is required to formally consult you using the procedures set out in law by sending you a Section 20 notice mentioned in standard 15 of this document. A further Section 20 consultation notice is only required where there is a significant change in the scope of the works which was not covered in the original Section 20.

A further Section 20 consultation is not legally required where the work that was consulted on becomes more extensive. The first notice sent identifies a reasonable estimate and it is expected that quantities may change.

The homeownership team writes to homeowners regarding additional costs as a matter of good practice where the costs are significant and the increased costs are normally billed once the final account is agreed.

Additionally, the homeownership team also writes to homeowners once a year with details of the current spends, on contracts where the final account hasn't been issued.

Final accounts are normally dealt with in date order from the end of defects period for each project, where the full details needed to calculate the final adjustment are available.

In rare occasions the final account isn't always available as soon as we would normally expect them to be and this could be due specific problems that are delay up completion of the final account.

### **How to make raise a query/concern or make a complaint**

As mentioned in our standards, you should have received information of the team who will be overseeing the work and how to contact them.

You can also obtain this information by emailing [majorworks@southwark.gov.uk](mailto:majorworks@southwark.gov.uk).

If you wish to raise query or have a concern with a major works project, please first contact the contractor's Resident Liaison Officer or the Council's Customer Relationship Officer in charge of the project.

If the Resident Liaison Officer or the Customer Relationship Officer does not give you a satisfactory answer or you have not received a response within 5 working days of your initial query then please contact the Council's Contract Manager managing the project.

If you do not receive a response from the Council's Contract Manager within 5 working days or you are not satisfied with their response, please contact the Council's Project Manager responsible for the project.



In the event that you are still not satisfied with the Project Manager's response and you wish to make a formal complaint you can do this by emailing your complaint to [complaints@southwark.gov.uk](mailto:complaints@southwark.gov.uk).

Alternatively you can visit [www.southwark.gov.uk](http://www.southwark.gov.uk) and search "make a complaint".

### **Homeowner Private tenants' role in major works consultation**

Private tenants can attend face to face drop in sessions and form part of the RPT however they cannot vote on key issues, for example entry phones, window types etc. Those decisions have to be made by the homeowners.

### **Contact with non-resident leaseholders**

Investment Delivery teams and the contractor should be sending letters, newsletters and all major works correspondence to the non-resident leaseholders' home address as well as the property we are working on.