



**Tenant Scrutiny Panel deep dive review – Communication between Papworth Trust, contractor and tenants within the Capital Work programme**

**Action plan – implemented November 2025**

	<b>Recommendations based on findings</b>	<b>Timescale given by the panel</b>	<b>New timescale agreed with the panel</b>	<b>Person/s responsible</b>
<b>1</b>	<p><b>Develop a standardised Stock Condition Survey template</b></p> <p>Create an internal template to ensure consistency and accuracy across all surveys.</p> <p>The template should capture essential property details, including boundaries, individual paths, fences, and Tree Preservation Orders (TPOs).</p>	4 months (March 2026)	October 2026	Head of Property and Property Services Manager
<b>2</b>	<p><b>Develop “Meet the Contractor” Q&amp;A Videos</b></p> <p>Create short videos for each type of capital works project featuring the contractor explaining the process, timelines, and what tenants can expect.</p> <p>Videos should include any choice of colours for fixtures and finishes.</p> <p>Post the videos on both the Trust website and YouTube to maximise accessibility and visibility.</p>	<p>Organising timescale - 3 months (February 2026)</p> <p>Come back to the panel to discuss what needs to be included.</p> <p>Implementation timescale - 6</p>	October 2026 with an update to be provided at the July panel meeting	Head of Property and Property Services Manager



	<p>For tenants without internet access, include printed materials with coloured photos showing available choices in the first letter.</p> <p>Ensure these materials mirror the information presented in the videos, so all tenants receive consistent details.</p> <p>Involve contractors early in developing video content to ensure technical accuracy.</p>	months (May 2026)		
<b>3</b>	<p><b>Structured Communication Schedule</b></p> <p>Allocate each property scheduled for capital works into one of four quarters of the financial year.</p> <p>All letters to be signed by the person who authorised them.</p> <p>Send an initial letter at the start of the financial year informing tenants what type of work will be carried out and in which quarter it is planned to take place. They will be sent a second letter nearer the time with more details.</p> <p>Include a link to the relevant contractor Q&amp;A video and clear instructions for requesting a printed copy for tenants without internet access.</p>	Produce a letter template for the panel to approve - 3 months (February 2026)	Stage one – template letter for review at July panel meeting	Head of Property and Property Services Manager



<p>Issue a detailed information pack to tenants at least <b>one full month before work is due to start.</b></p> <p>The pack should include:</p> <ul style="list-style-type: none"><li>• A summary of the work being carried out and estimated completion time</li><li>• Available tenant choices and decision deadlines</li><li>• Contact details for a Trust member of staff and the contractor's main point of contact</li><li>• The name of the company undertaking the works</li><li>• Tenant responsibilities (e.g., clearing areas, providing access)</li><li>• Contractor expectations (e.g., respectful behaviour, keeping appointments)</li><li>• The potential impact on scheduling or costs if tenants cancel appointments at short notice</li><li>• Photos of choices if tenant does not have internet access</li><li>• Who to contact if they need additional help and support.</li><li>• Encourage reporting incidences of cold calling, missed appointments and failure to produce ID.</li><li>• Include Tradesperson Code of Conduct</li></ul>			
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4	<p><b>Create a Shared Folder for Capital Works Tracking</b></p> <p>Establish a secure shared folder accessible to both the Trust staff and contractors to record and monitor progress on all capital works projects.</p> <p>Use a structured spreadsheet or project tracker to capture key information such as:</p> <ul style="list-style-type: none"><li>• Property addresses and work types</li><li>• Progress updates and completion status</li><li>• Log any changes or adjustment</li><li>• Dates of site visits and meetings (PT, contractor, tenant)</li><li>• Any issues, delays, or tenant feedback</li><li>• Contractors to upload any letters or notices (beyond standard appointment letters) into a shared folder.</li><li>• Any communication containing the Trusts information must be reviewed and authorised by the Trust prior to distribution to prevent misinformation or confusion.</li><li>• accurate, up-to-date information.</li></ul> <p>Use contractor meetings to review progress, discuss challenges, and agree on communication updates for tenants.</p>	3 months (February 2026)	Stage one October 2026	Head of Property and Property Services Manager
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	<p>Notify housing officers of the shared folder so they can check whether capital works are scheduled or ongoing in a tenant's home prior to a visit. This will help them plan visits effectively and avoid scheduling conflicts or duplication of communication with tenants.</p> <p>Add a question to the tenant survey to identify whether tenants have received any unannounced visits or missed appointments without notice related to capital works</p> <p>Ensure that meetings between the Trust and contractors include the Asset Coordinator who are the first point of contact for tenants, so they are better informed to answer tenants' queries.</p>	<p>1 month once shared folder set up</p> <p>Include in the next survey</p> <p>1 month</p>		
5	<p><b>Add capital works information to the quarterly newsletter</b></p> <p>Example, how many kitchens are to be replaced and at what cost. Also include Net zero info, damp and mould and the Decent Homes Standard.</p>	Starting with January 2026 newsletter	12 months to cover 4 editions of the newsletter	Property Services Manager
6	<p><b>Increase Awareness and Sensitivity</b></p> <ul style="list-style-type: none"> <li>Provide contractors with clear information about the high proportion of elderly and disabled tenants in the Trusts properties.</li> </ul>	1 month	6 months for all actions (May 2026)	Head of Property and Property Services Manager



	<ul style="list-style-type: none"> <li>• Encourage contractors to adopt a considerate and patient approach during visits and works, recognising that some tenants may require extra time or support (e.g., taking longer to answer the door, needing communication in simpler language)</li> <li>• Identify and record any specific needs or adjustment before starting work.</li> <li>• Adopt the same customer satisfaction process currently applied to reactive maintenance to ensure consistency in data collection and analysis. Add results to KPI's</li> <li>• Contractor to inform the tenant and the Trust if outdoor work has to stop due to the weather conditions, and when they will return.</li> </ul>	<p>1 month</p> <p>3 months</p> <p>1 month</p>		
7	<p><b>Introduce Unannounced Inspections</b></p> <ul style="list-style-type: none"> <li>• Conduct regular unannounced site inspections during capital work to ensure contractors consistently meet quality and safety standards. Use these visits to verify workmanship, tenant care, and compliance with agreed timelines and specifications.</li> <li>• Provide tenants with an opportunity during these visits to share feedback or</li> </ul>	<p>1 month (December 2025)</p>	<p>6 months as an interim timescale to work to (May 2026) – update on recruitment to be provided to March panel meeting</p>	<p>Head of Property and Property Services Manager</p>



	<p>raise concerns directly with the Trust staff. Record findings and share them promptly with contractors to encourage transparency and continuous improvement.</p> <ul style="list-style-type: none"> <li>• Assign surveyors as project managers for capital works programme, making them the primary point of contact between the Trust and contractors.</li> <li>• Recognise contractors who consistently meet standards and support those who need improvement through clear feedback and action plans.</li> <li>• Use inspection visits as an opportunity to reassure tenants, answer questions, and capture real-time feedback about their experience.</li> <li>• Communicate outcomes of inspections to tenants when relevant, reinforcing transparency and trust in the Trust's oversight of contractor performance.</li> </ul>			
8	<b>Co-ordinate work with all contractors involved to ensure work is carried out in the right order and at the right time.</b>	4 months (March 2026)	November 2026	Head of Property and Property Services Manager
9	<b>Monitor the variables' approval by Board and staff and response time to contractors and framework variations to ensure that these changes achieve the desired outcome.</b>	6 months (May 2026)	November 2026	Head of Property and Property Services Manager



	<p>The panel would like feedback from the Directors and also ask for feedback from the people (staff/contractors) we spoke to see if this is making a real difference to them.</p>			
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