

The Grenfell Pathway

At Grenfell Tower we recognise that we were in effect 'guinea pigs' for a wider regeneration programme the Council is to undertake. We know that works will in due course commence at Treverton Tower and Raymede Tower, presumably also while residents are in occupation.

As well as sharing the resident viewpoint and experience, we would like the lessons to be learned from our experiences, so that a 'Grenfell Pathway' for future tower block refurbishments can be devised to assist the Council, the contractors and the TMO in the future. Our recommendations for this 'Pathway' would include:

1. Promises made to residents are kept
2. Communications are clear, personable and wherever possible made in person - and if anything changes in terms of what has been told to residents, this will be communicated immediately and with clarity
3. There is enough flexibility in the approach to communication that alternative strategies can be employed if the situation evolves and different approaches are needed through the life of the project
4. Formal collective consultation arrangements are set in place at the start of any project, either through a Residents' Association or through a TMO Compact. These meetings will be organised by the TMO and take place every six weeks once the works commence. They will be organised at an appropriate frequency before and after the works. Communication through public meetings and/or Residents' Association are organised and led by TMO, involve the contractor and any local councillors, and will be maintained throughout the life of the project
5. The issues residents raise are treated as valid and accurate in the first instance, respected and dealt with fairly, quickly and appropriately
6. A personable, and accessible-to-all, process is put in place for the capturing and responding to residents' issues. The TMO complaints process is too cumbersome, only available to IT literate people, and not timely or efficient enough. A process needs to be in place so that residents' concerns are noted in real time (for instance, at public meetings), logged, tracked, actioned, and responded to. A "You Said. We Did." type of communication format could be used; but would only be effective with an improved process for dealing with issues.
7. The TMO will dedicate one officer to deal specifically with matters arising from the project, to ensure continuity and speedy response
8. An independent Residents' Advocate is appointed to have direct access to senior TMO management as part of a monthly meeting cycle, to collate and expeditiously progress residents' individual and collective concerns, and to be kept aware and up-to-speed with progress on the project
9. There is a senior manager or director level resource on the project who is not "task orientated" but "resident" or "people" orientated. This person would have executive accountabilities and budget control, such that they could action issues in a timely manner, and influence the whole project, including contractor actions
10. The TMO will ensure it knows and understands the personal circumstances of every resident and makes special arrangements where these are needed

11. Written communications will include a short paragraph pointing out that bringing a new-born baby into the home may be difficult when extensive building works are going on and asking anyone likely to be in that position to get in touch as quickly as possible so that individual arrangements can be made as required. This also needs to be raised at all open meetings and with Resident Association representatives
12. All contractors' Resident Liaison Officers will be fully trained to be alert to issues of the type in point 10 above
13. It will be recognised that a respite flat available to other residents is by definition not suitable in these circumstances, since caring for a new-born baby is very special and needs peace and privacy
14. Everyone involved in the programme – residents, contractors, Council, TMO – will be encouraged to acknowledge mistakes and learn from them, rather than adopt a defensive response. This is only an attitude that can be encouraged as an "Invitation to follow" for residents. If the TMO and contractor do not exemplify this behaviour, it is unlikely to be matched by all residents, and even if the TMO and contractor do take this approach, they may have to be patient with some residents.
15. Whenever possible, contractors will not use the same lifts as residents. *(For example, there are external walkways at each floor at Treverton and Raymede, so it will be possible to install temporary external lifts for these work programmes.)*