

A group of approximately 15 people are seated around several tables in a meeting room. They appear to be engaged in a discussion or workshop. The room has a wooden floor, blue chairs, and a whiteboard in the background. The lighting is bright, coming from overhead fluorescent fixtures. A purple banner is overlaid on the top half of the image, containing the title text.

Laying the foundations: Resident Engagement in Housing Development A review by the Housing Select Committee

2019/20

Housing Select Committee 2019/20



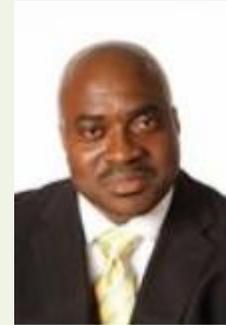
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... of poor relationships & mistrust ... the year ... only come when things are decided ... different private developments surrounding social housing - things don't happen / when there's no master plan this happens ... * Officers from different departments need to work together - planners & Levensham Homes need to work together ... * Young people are the ones who will live with the legacy of regeneration ... * We can't rely on one / a few groups to speak for a whole community ... * Notices & events through schools - engaging kids & families ... * Notices in community hot spots, e.g. corner shops, community centre ... PLANNING JARVON - THINGS NEED TO BE IN PLAIN ENGLISH ... resident section in Levensham Life about housing & planning ... people are e.g. migrants, local disability groups, toddlers and ... - what do you as a community need from ...

Be Strategic; Be Proactive NOT Reactive
* Start Early, residents must be informed from the outset so plans can be tailored in response to feedback. eg Masterplan, (outset of 'idea stage')
* Co-production of ideas should be the main aim.
* NO more tick box exercise.
* A planning officer should be assigned and local councillors ^{involved} to empower local residents in order to get the best deal.
* S106 CIL against real need not made up shopping list from non resident planning officer with no idea of local intelligence:-
Evelyn has asked for a dedicated ...

... This should be a Masterplan ... Coordinating all the responses in the ward ...
1) There should be a heritage plan aimed at preserving local heritage and how old and new community integrate.
2) ensuring that S106 and CIL contributions made by local developments are ringfenced and spent locally for the infrastructure of the community (eg. community centre, open communal spaces).
3) Dedicated planning officers to engage with local community and Masterplan (e.g. Doxford settlements) Engage charities that live well (community well: (6) concentrate as community (involvement) as well as housing ...)

Introduction

In June 2019 the Housing Select Committee agreed to carry out an in-depth review of resident engagement in housing development.

The main aims of the review were to consider how Lewisham Council and its housing partners engage with communities around the process of regeneration and housing development; how so-called “seldom-heard” groups and other local stakeholders, including TRAs, are engaged on housing development; and what could be learned from other local authorities. (See key lines of enquiry).

Given that the Council is committed to delivering 1,000 new social homes by 2022 – a programme that will involve various levels of resident engagement – the committee agreed that it would be an appropriate time to review current practice in order to support the Council to achieve its strategic objectives.

The committee considered a wide range of information during the course of the review through public engagement workshops, evidence sessions with subject experts, and meetings with other local authorities.

The committee is extremely grateful for the evidence, guidance, support and time provided by everyone who has been involved in the review (see page 19 for acknowledgments).

It was clear from the evidence provided that there are already a number of examples of good practice emerging in Lewisham – particularly recent initiatives to increase engagement with seldom-heard groups.

The committee was also reassured by evidence from officers from the Council and Lewisham Homes that plans for future resident engagement are in line with best practice.

The committee noted that the Council has recently carried out its first resident ballot on estate regeneration and approved a Residents Charter in the last year.

The committee nonetheless set out a number of comments and conclusions based on the evidence gathered during the review. Some are key principles – many of which, it is important to note, are either already in place or part of future plans – and some are recommendations for further action.

While the committee is reassured that the Council and Lewisham Homes’ plans for resident engagement will be increasingly in line with best practice, the committee also stresses the importance of these plans being monitored and evaluated to ensure that things are working as well as they can be – a point which is reflected in the recommendations.

Key Lines of Enquiry:

- *How does the council, and its housing partners, currently engage with communities around regeneration and housing development?*
- *What has the council learned from previous engagement and how has this influenced subsequent engagement and consultation?*
- *How does the council engage with often-excluded groups (young people and BAME, for example) and how does this affect the relationships between the council and residents?*
- *What role can TRAs and similar bodies play in community engagement and how is the creation of new TRAs and similar facilitated through our partner organisations?*
- *What is the role of councillors in bringing communities along with developments and what opportunities are there for member development?*
- *What can we learn from how other local authorities carry out engagement and consultation on housing development?*

Timeline of engagement

The review has drawn on national research, evidence from council officers and local partners, and the views of local residents. The evidence gathering timetable of the review was as follows:

4th June 2019 - scoping paper. The Committee received a scoping paper presenting the most relevant and up-to-date guidance on resident engagement in housing development in order to provide background research and inform the scope of the review.

10th July 2019 - first evidence session. The Committee received evidence on the approach to resident engagement in Lewisham, including case studies on previous developments, from Council and Lewisham Homes officers.

August to October 2019 - call for evidence on the council website. A call for evidence inviting residents to submit their views and opinions in relation to the review. This was promoted via social media.

5th September 2019 - workshop with the RB3 (Brockley PFI) residents. Residents provided their views on, among other things, the best ways for residents to be informed and involved; obstacles to engagement; and how to reach as wide a range of people as possible.

18th September 2019 - meeting with LB Hackney's Head of Estate Regeneration. Discussions centred on Hackney's recent experience and practice with resident engagement in relation to housing development.

18th September 2019 - second evidence session. The Committee received evidence from key local housing partners on their approach to resident engagement in housing development, including Phoenix Community Housing and Peabody. L&Q were also invited.

30th September 2019 - meeting with residents local to Hillcrest Estate. Residents provided their views on the best ways for residents to be informed and involved; how to reach as wide a range of people as possible; and what should be done differently.

3rd October 2019 - workshop with TRAS on Pepys Estate. Residents provided their views on the best ways for residents to be informed and involved; how to reach as wide a range of people as possible; and what should be done differently in the future.

10th October 2019 - meeting with LB Southwark's Community Engagement Manager. Discussions centred on Southwark's recent experience and practice with resident engagement in relation to housing development.

30th October 2019 - third evidence session. The Committee received evidence from TPAS (the Tenant Participation Advisory Service), a national tenant engagement organisation and author of the National Tenant Engagement Standards.

1st November 2019 - meeting with Homes for Lambeth's Head of Operations. Discussions centred on Lambeth's recent experience and practice with resident engagement in relation to housing development.

6th December 2019 - meeting with Lewisham Homes New Development Team. Discussions centred on Lewisham Homes' recent experience and plans for resident engagement in relation to housing development.

As well as the evidence gathered through the activity set out above, officers and councillors also attended the following: Achilles Street "Bring it to the table" engagement event (4th September); Forest Estate Residents Association meeting (19th September); Tanners Hill Tenants and Residents Association (26th September); Bampton Tenants and Residents Association (17th October); and Urban Design London "Meaningful Engagement" event (4th December 2019)

Early resident engagement

The importance of genuine, early engagement with residents was a key theme throughout the evidence gathered for the review, from guidance provided by the Mayor of London to feedback from the public engagement exercises.

The committee heard that early engagement provides an important opportunity to develop a detailed understanding of the local area, to build trust with the local community, and to “frame” housing development as a social necessity that benefits real people.

“Early engagement is essential, and residents should be given opportunities to be involved from the outset in developing the vision, options appraisals, design, procurement, and delivery of schemes”

Mayor of London, Guide to Estate Regeneration, 2018

The committee heard that resident engagement on housing development in Lewisham begins at a very early stage – as soon as potential sites for new homes are identified.

It often starts with an “ideas event” with residents to talk about existing and future homes, to find out what people think of their local area (what issues and concerns there might be) and to understand the local identity.

Officers stressed the importance of building relationships and getting genuine buy-in from residents and noted that spending more time on early engagement can save a significant amount of time and money further down the line.

The **PLACE/Ladywell** development was cited as an example of resident engagement starting at a very early stage, with the creation of an on-site consultation “nook”.

The “nook” attracted more than 600 people over the course of the consultation and continued to be used by local organisations after the consultation.



600
residents
engaged on
PLACE/
Ladywell

Going forwards, engagement on council developments will feature more proactive outreach work and stakeholder mapping to develop a clearer understanding of the local area, site history, and engagement preferences.

This will involve working closely with the Lewisham Homes community relations team and speaking to local councillors and businesses, and housing officers earlier on. This level of early engagement is not expected to delay development

Early resident engagement

Early engagement was strong theme from the **community engagement** exercises carried out as part of the review.

In a meeting with a small group of residents local to the Hillcrest estate, Sydenham, there was a strong feeling that residents should have been engaged much earlier on recent development proposals.

There was a perception that the development process was well underway before residents were involved and that they were effectively presented with a “done deal”.

The group felt that discussions with residents should start with a blank piece of paper and rather than offer solutions pose problems and involve residents in co-design.

A group of residents from the Pepys Estate, Deptford, called for engagement to be more proactive and strategic and so that plans can be tailored to feedback at the ideas stage.



“Engagement should start with a blank piece of paper and build up – communities have a huge amount of knowledge and experience about where they live”

TPAS, national tenant engagement specialists

A number of the **local authorities** engaged with as part of the review stressed the importance of engaging residents from the outset and identifying local issues and context early on.

In a meeting at LB Hackney, it was noted that their process involves mapping key local stakeholders and talking to estate management teams, housing officers, and ward councillors early on to identify local issues that could be addressed as part of the development.

They noted that getting to know and understand the community at an early stage can also help to engage more effectively throughout the development process, especially with seldom-heard groups.

In a meeting at LB Southwark, it was noted that they prepare engagement plans based on local intelligence gathered early on in the process.

They said that there can be a tension between good quality engagement and time, but as each site is different, it is important to be aware of site history when planning engagement.

Early resident engagement

Phoenix Community Housing, a resident-led housing association, which owns and manages 6,000 homes in Lewisham, aims to ensure that residents have an opportunity to get involved at every stage of the development process.

Phoenix are conscious of the risk that existing residents may see investment in new homes as something that doesn't benefit them and are trying to align the new homes programme with the interests existing residents.

Phoenix said their approach involves a lot of up-front work to understand residents' priorities, and open and honest conversations to come up with solutions, and that it is intended to address the question: what's in it for us?

This includes prioritising and funding wider environmental improvements identified by residents.



At the first evidence session the committee noted that while there is a growing number of people who support the building of new homes, there is also a growing number of people opposed to development, which should be taken into account in resident engagement.

The committee considered a study of opposition to housing development by the Centre for London, a politically independent think tank, which made a number of observations about the early involvement of residents

The study stressed the importance of genuinely listening residents in order to better understand the concept of “**place attachment**” as it has been identified as one of the most powerful motivations for opposition.

Place attachment – “where someone’s neighbourhood comes to form an integral part of their identity”.

Centre for London, Why people oppose residential developments in their back yard, 2016

Similar points were made during public engagement exercises carried out as part of the review. One group of residents from the south of the borough, for example, argued that developers should recognise the uniqueness of areas and listen to resident suggestions.

A group of residents from the north of the borough called for “local heritage plans” to preserve and promote local history.

Early resident engagement

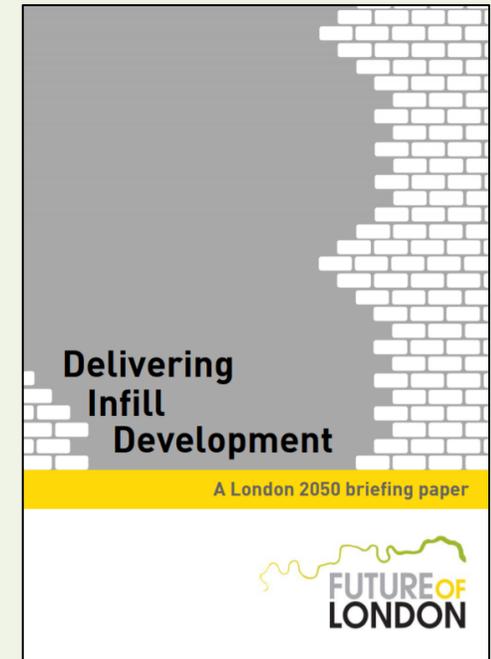
Trust, transparency and openness were also key themes throughout the evidence gathered for the review.

In a workshop with residents from the north of the borough the committee heard that, as well as earlier engagement, residents wanted to have **open and honest discussions** with developers to find solutions and for their views to be listened to.

Other residents felt that more **information** should be provided to address residents' concerns. One group from highlighted concerns about emergency vehicle access and public transport and said that local service providers should be engaged to address these.

In the visit the LB Hackney, it was noted that they had a lot of work to do on some estates to rebuild trust following many years of failed new homes proposals. To help with this they said that it is **important to be clear early on** about the key stages at which residents can influence and how best they can do this.

They also said that is important to be clear about what's feasible – noting that if you explain what's viable it can sometimes be residents who push for new development.



The committee also considered research on the importance of engaging with residents early on to **“frame”** the way a development is perceived.

A study of why people oppose housing development by the *Centre of London* noted that the way facts are presented (or “framed”) has a big impact on how people respond to those facts and cited research showing that explaining the effects of high house prices on family life and children, for example, significantly reduces opposition to development. The study said that this shows how important it is to start communication with residents early in order to frame new housing development as a social necessity that benefits real people.

Similarly, a report on infill development by Future of London, an independent housing and regeneration policy network, discussed the importance of confronting cultural and social attitudes towards density and space and winning people over to the idea that increasing the local population is good for neighbourhoods – for example, by providing more customers for local shops and increased funding for services.

STOPPED: WHY
PEOPLE OPPOSE
RESIDENTIAL
DEVELOPMENT
IN THEIR
BACK YARD

Sam Sims
Visiting Researcher

Early resident engagement

Based on the evidence gathered during the review the committee set out a number of comments and conclusions.

Some are key principles (many of which, it is important to note, are either already in place or part of future plans) and some are recommendations for further action.

While the review's recommendations are primarily aimed at the council in light of its commitment to building 1,000 council homes, the committee encourages *all* housing developers to work with the council to ensure community involvement in development is as thorough as possible.

Key principles:

- Residents should be involved in the housing development process from the outset, as soon as development on a particular site becomes a realistic possibility.
- Early engagement should be focussed on genuinely listening to residents' priorities and concerns to develop a detailed understanding of the area, relevant site history and any local opposition.
- Engagement should start with a "blank piece of paper", before any specific design proposals, so that residents do not feel like they are being presented with a "done deal".
- Early engagement is an opportunity to be clear with residents, from the outset, about the purpose and drivers of a project and to prevent misinformation early on.

Recommendations:

1. *Early resident engagement should include detailed stakeholder mapping and early engagement of local leaders, community groups and local service providers in order to identify local issues and opposition, seldom-heard residents, and engagement preferences and opportunities.*
2. *"Place attachment" – residents' sense of local identity – should be analysed and taken into account on larger-scale and complex projects.*
3. *Early resident engagement should make the case for new homes as a social necessity and highlight the potential benefits to the local area.*

Ongoing resident engagement

The ongoing engagement process was another key theme among the evidence gathered for the review. The committee received evidence on different engagement methods, the timing and location of engagement activity, and on who should be involved.

In evidence from officers, the committee heard that, depending on the scale of the project, ongoing engagement would typically include one or two consultation events, where ideas and concepts from early engagement are more developed.

One of the key ways residents are provided with ongoing feedback following engagement is through publishing “you said, we did” statements online, setting out written responses to comments received during engagement.

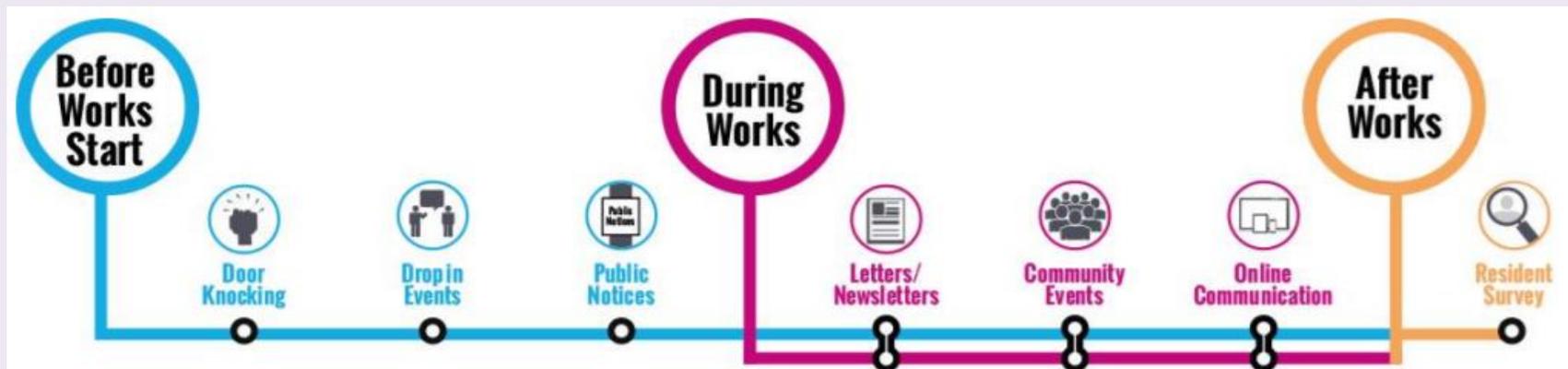
The **Lewisham Homes** development team are looking to make use of an increasing range of engagement methods.

They’ve recently carried out “walk and talks” with local residents as part of early engagement, and, going forwards, are planning to underpin this with digital engagement on the Commonplace platform.

In addition to drop-ins at different times of the day and focus sessions for specific groups, they are also looking to establish Steering Groups for certain projects, with residents responsible for establishing the terms of reference and code of conduct.

For some projects residents are also being trained on appointing architects and selecting construction teams and being included in the discussions around the complex finances and budgets involved.

Given the collaborative approach with the community from the outset, Lewisham Homes said that the final submission to planning should be akin to a joint submission



Ongoing resident engagement

Feedback from the community engagement exercises for the review stressed the importance of using a wide range of engagement methods so that all stakeholders have the opportunity to contribute their ideas.

A group of residents from the north of the borough suggested newsletter updates, notices on announcement boards and community events such as historical walks.

A group of residents from the south of the borough expressed preference for in-person and on-site engagement. They suggested using on-site community centres and warned against an overreliance on digital engagement.

The time and location of engagement activity was also a strong theme. The group from the south of the borough were particularly unhappy with a recent consultation event, which was held away from the estate between 4-8pm, which the group felt excluded many people.

One group said that engagement should aim to meet the visual and verbal preferences of residents and that imagination was required to devise creative engagement exercises, such as on-site exhibitions and community theatre.

There was a strong feeling among all groups that engagement should be in plain English and jargon-free.



In a meeting with Homes for Lambeth the committee heard that it is important to recognise that residents want to engage on different levels, from short video animations to newsletters on business plans.

Homes for Lambeth also recognised that communities are often based around interests and activities, not necessarily where they live, and has provided a physical engagement hub on each estate regeneration for running events, often around key decision points.

Events like this have allowed Homes for Lambeth to increase awareness and understanding among a broader range of residents

Ongoing resident engagement

The geographic boundaries of engagement and who should be involved were also key topics of discussion during the review.

There was a feeling among some residents that the whole community should be involved in discussions about where to put local housing, as local people have valuable local knowledge. With major developments, it was suggested that everyone affected within a certain area, taking into account local geography, should be engaged.

Involving a wide range of stakeholders was another theme. Residents from the north of the borough said that having local leaders on board, such as block reps, for example, could make a significant difference.

There was also a feeling among a number of resident groups that local Councillors should play a key role in ongoing engagement on development.

The LGA's guidance on engagement is also supportive of the greater involvement of frontline Councillors in engagement and the development of proposals.

The guidance notes that local Councillors generally have a close relationship with stakeholders and lead local opinion and can often broker a compromise.

Frontline Councillors are also able to empathise more with the community and are more sensitive to the subtle consequences of decisions, and ought to be encouraged to provide a steer.



“Engagement on infill development should acknowledge the impact it will have on neighbours. There should be boundaries for different levels of engagement, but developers should be prepared to talk to anybody.”

TPAS, national tenant engagement specialists

The *Centre for London* study of opposition to development, mentioned earlier, argued that Councillors need to be given additional support to engage effectively and suggested that one way of boosting the quality of debate around housing development could be to hold “town hall seminars” bringing together architects, urban designers, councillors and council officers to explore issues around development – such as improving the quality of high-density schemes, for example.

The study said that events like this could help equip councillors and officers with the expertise and confidence to guide developers and defend against opposition.

The report also suggests that inviting residents groups to such events could give all stakeholders a common language and help make debates more constructive.

Ongoing resident engagement

Based on the evidence gathered during the review the committee set out a number of comments and conclusions.

Some are key principles (many of which, it is important to note, are either already in place or part of future plans) and some are recommendations for further action.

Key principles:

- Ongoing engagement should be focussed on addressing the local priorities, concerns and motivations identified through early engagement and highlighting potential benefits.
- It should be accessible to as wide a range of people as possible, aim to meet the engagement preferences of residents, and not normally involve onerous time commitment.
- In areas without existing resident groups consideration should be given to establishing residents' working groups for specific aspects of a project.
- The most affected residents should be engaged most intensively, and the roles of everyone involved should be made clear as early as possible. This includes the roles and responsibilities of the Council, Lewisham Homes, and other partners.
- Local Councillors and other local leaders should be regularly engaged throughout to tap into local opinion, communicate potential benefits, and broker compromise
- Resident involvement at the design stage can provide opportunities to tackle social and environmental issues identified during early engagement.
- The Council should set the standard for resident engagement on housing development.

While the review's recommendations are primarily aimed at the council in light of its commitment to building 1,000 council homes, the committee encourages *all* housing developers to work with the council to ensure community involvement in development is as thorough as possible.

Recommendations:

4. *Plans for ongoing engagement and communications should be developed with the involvement of residents and stakeholders, and feature a variety of involvement structures, including at the design stage, based on residents' engagement preferences.*
5. *There should be different levels of engagement based on proximity to the development, taking into account local geography, with the role of residents and stakeholders in the process, and the key stages at which they can influence, made clear from the start.*
6. *"Town-hall seminars", bringing together councillors, officers, architects, and resident groups to explore issues around development should be considered for larger-scale and complex projects.*
7. *An engagement plan template should be developed for smaller and large-scale projects.*

Seldom-heard groups

“Those groups which are difficult to engage with from an organisational perspective because they do not feel empowered to do so, or due to barriers which may be overcome”.

Scrutiny Review of Engaging with ‘Hard to Reach Communities’, Haringey Council

Engagement with “seldom-heard” groups was a specific key line of enquiry for the review.

It’s a difficult term to define precisely, with various similar terms used interchangeably by different sources – such as “under-represented”, “hard-to-reach”, “often-excluded”, and “need-to-reach”, for example.

However, a scrutiny review of engagement with hard-to-reach groups by Haringey Council provides a useful, albeit broad, definition. See quote above.

The committee heard from officers that engagement with seldom-heard groups is one of the toughest challenges for resident engagement – particularly with those who might feel uncomfortable or intimidated attending typical public consultation meetings.

Officers outline a number of initiatives to increase engagement with seldom-heard groups, including engaging with people through the Evelyn Community Store, the Achilles Street “Bring it to the table” events, and the provision of translators.

Other creative methods being considered include fun days, soft play and mobile cinema.



Case study: Achilles Street

The Achilles Street “Bring it to the Table” events were intended to provide an opportunity for residents to ask questions and express their views about the estate in a more informal setting.

Once a week, from afternoon to evening, in one of the community rooms on the estate, residents were able to drop in to have an informal conversation over free cakes and sandwiches.

Discussions were focused on finding out what residents think about where they live and helping with their queries about the process, rather than talking about any particular plans for development.

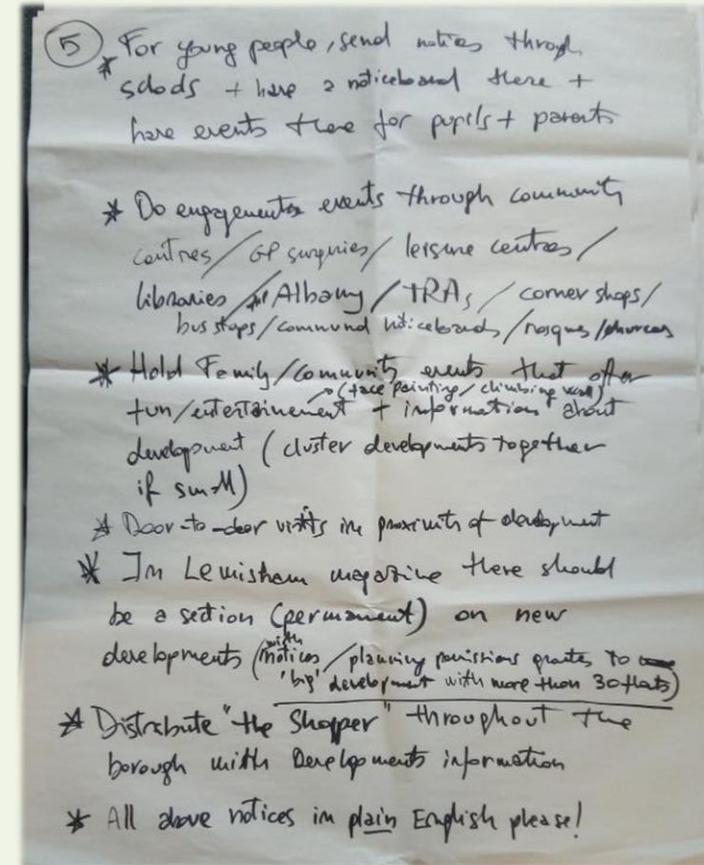
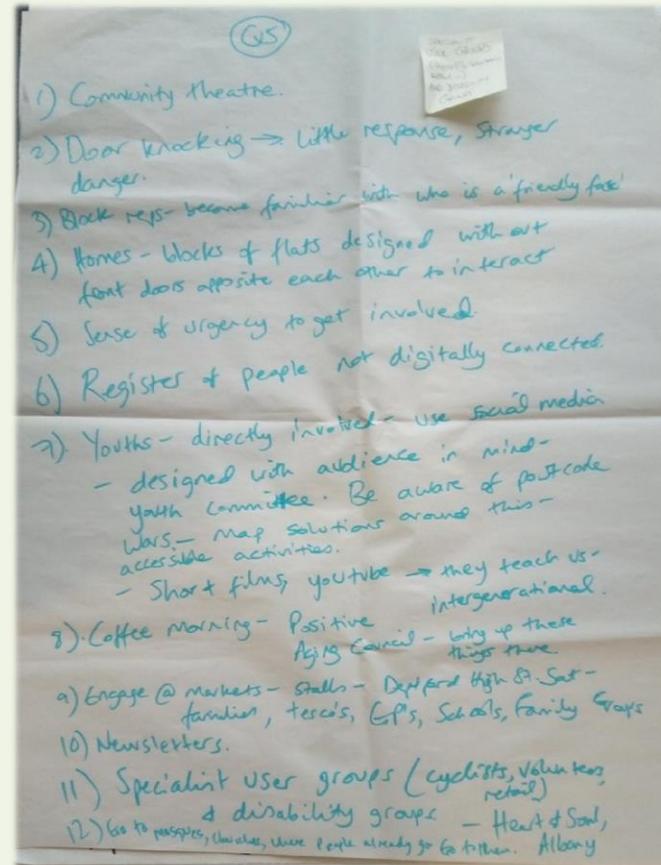
Seldom-heard groups

How to improve engagement with seldom-heard groups was also a topic of discussion in the community engagement exercises for the review.

A group of residents from the south of the borough suggested that other Council departments could help identify and engage with vulnerable groups and individuals. The group also suggested engaging people through local libraries and providing sports programmes to engage young people.

A group of residents from the north of the borough suggested holding family and community events, directly involving young people; notices and events in schools and community hotspots; and a permanent section on new developments in *Lewisham Life*.

The group stressed the importance of engaging groups where they tend to gather - for example, places of worship, toddler groups, disability groups - rather than relying on a narrow number of groups to speak for the whole community. They also suggested keeping a register of people who aren't digitally connected.



At the first evidence session the committee stressed the importance of door knocking to engaging with hard-to-reach groups, particularly those who might find public meetings intimidating.

One member recounted how they had been approached by a resident at a public consultation event who was supportive of the development, as they were living in overcrowded conditions, but felt too intimidated to speak up at the meeting.

Seldom-heard groups

The committee heard that one of the key ways *Phoenix Community Housing* seek to engage with a wider range of residents is through an informal consultation event it calls “Chat and Chips”.

As the name suggests, “Chat and Chips” is an event where residents are offered free fish and chips and asked for their views on current and future plans.

Phoenix held seven “Chat and Chips” events last year, engaging with more than 400 residents, 64% of which were residents they had not engaged with before.



64%
of residents engaged through Phoenix’s “Chat and Chips” events had not been engaged with before.

In Phoenix’s experience, young people, aged 18-25, tend to be the hardest to reach and most under-represented during engagement.

Peabody also noted in written evidence to the committee that young people are notoriously difficult to reach.

To increase levels of engagement among this group, Peabody set up an innovative virtual reality workshop for a public realm project in Thamesmead to encourage young people to feed into plans and help formulate designs.



National resident engagement experts, TPAS, noted that engagement activity with significant time commitment can be off-putting to many people and that to reach certain groups, especially those who are time poor, engagement should be increasingly focused around short bursts of work, such as task and finish groups, over a few days. Residents should also be asked how they would like to be engaged on a project, if at all – imposing engagement models on residents should be avoided.

TPAS also said that residents should be provided with the appropriate levels of support to be able to take a meaningful and active part in the process. It was noted that communities affected by significant housing development often want expert, independent advice.

TPAS recommended that any engagement activity should be planned, monitored and measured, and regularly reviewed with the community that you’re engaging with.

Seldom-heard groups

Based on the evidence gathered during the review the committee set out a number of comments and conclusions.

Some are key principles (many of which, it is important to note, are either already in place or part of future plans) and some are recommendations for further action.

Key principles:

- The early identification of seldom-heard residents and their engagement preferences should be a key aim of early engagement.
- There should be engagement mechanisms and support in place to enable seldom-heard residents to have their say, based on their engagement preferences.
- Residents should be given regular opportunities to feedback at on the engagement process.

While the review's recommendations are primarily aimed at the council in light of its commitment to building 1,000 council homes, the committee encourages *all* housing developers to work with the council to ensure community involvement in development is as thorough as possible.

Recommendations:

8. *The Council and Lewisham Homes should work with other Council teams, external partners and organisations, and local residents, to proactively identify and reach out to seldom-heard groups early on.*
9. *Engagement methods for seldom-heard groups should include making targeted contact, specifically inviting attendance at engagement events, and community events tailored to the interests and activities of the relevant seldom-heard groups.*
10. *Independent advisors should be considered for major regeneration projects.*
11. *Engagement activity should be monitored and data collected – particularly on engagement with young people and residents who have not been engaged with before.*
12. *Residents should be involved in evaluating engagement plans.*

Acknowledgements

The committee is extremely grateful for the evidence, advice, guidance, support, time and insight provided by everyone who has been involved in the review. Scrutiny relies on the input of a wide range of stakeholders, like those listed below, to be able to come to well-informed and evidence-based recommendations, and in-depth reviews such as this one would not be possible without many hours of their valuable time and expertise. The committee extends its sincere appreciation to you all and looks forward to working with you all again in the future.

Joy Burnett, Lewisham Tenants' Fund

Nigel Bowness, Lewisham Tenant Fund

2000 Community Action Centre

Bence House TRA

Tanners Hill TRA

Bampton TRA

Argosy & Lanyard TRA

Crossfields RA

Daubeney Tower TRA

Eddystone TRA

Evelyn TRA

RB3 Resident Engagement Panel

Forest Estate Residents Association

London Tenants Federation

Professor Becky Tunstall

Lis Rodrigues, Lewisham Homes

Chantelle Barker, Lewisham Homes

Alys Exley-Smith, Lewisham Homes

James Masini, LB Lewisham

Osama Shoush, LB Lewisham

Kevin Farrell, TPAS

Angela Hardman, Phoenix Community Housing

Say Leddington, Phoenix Community Housing

Anne McGurk, Phoenix Community Housing

Phil Church, Peabody

Karen Barke, LB Hackney

Jessica Leech, LB Southwark

Paul Simpson, Homes for Lambeth

Jeremy Shapiro, LB Camden

Kate Donovan, RB3

