

Appendix 1		Action Plan	
Issue	Action taken	Effect	To be implemented by / Status
Complaints from Leaseholders about inappropriate works and excessive delays	All Section 20 notices were stopped and reviewed by senior management in November 2017	<p>Gave Brent Housing staff time to go through the specification of works, the Section 20 notices, as well as review the procedures, to ensure the overruns were contained</p> <p>The consequence of this action is that the works were delayed and there was an underspend in the capital programme. However, this will mean that Brent will be able to recover all leaseholder income due from planned works in the future</p> <p>Also means that we get a hold of all the works, understand what they are and if needed, fully engage with residents so there are no surprises, etc</p>	<p>November 2017</p> <p>Completed March 2018</p>
Poor contract management and relationship between Wates and Housing Management	Three workshops held, with round table agenda without apportioning blame to see where the blockages were and how these could be overcome. An independent Consultant oversaw the final stage as part of the Transformation Programme	Clear procedures in place. Contractors are instructed using Task Survey Orders (TCOs) and Task Commencement Orders (TCOs).	<p>Workshops held in January, February and April 2018</p> <p>Completed April 2018</p>

<p>Scaffolds erected on site in advance of Section 20 expiry dates, or confirmation of the final specification of works , a source of many complaints in 2017</p> <p>Lack of communication with residents on scaffolding</p>	<p>A new scaffolding procedure was agreed and implemented. This includes Housing Management agreeing a programme of works and start date before scaffolding can be erected.</p> <p>Contractor will not be paid, for example if they erect scaffold before the TCO is issued</p> <p>Scaffolds have signs informing residents why the scaffold is up, when it is to be taken down and the name and contact details of the contractor</p> <p>Regular newsletter sent to residents by Wates team giving an update of the works. Absent leaseholders are sent a copy to their registered correspondence address</p>	<p>Scaffolding is now only been erected when the specification and programme of works are agreed, as well as confirmation that the Section 20 notice has expired and all observations answered</p> <p>Scaffolding related complaints have reduced to almost nil from a peak in early 2018. The issue was so prominent, Scrutiny Panel asked for a report earlier this year</p>	<p>In place since February 2018</p> <p>In place since May 2018</p>
Issue	Action taken	Effect	To be implemented by/ Status
<p>Responses to observation from leaseholders not responded to within the statutory time</p> <p>Not all points raised in observations</p>	<p>Responses to observation from leaseholders are now strictly monitored by the Leaseholder Team to ensure they are responded to within the statutory time, with technical feedback given by the Project Managers</p> <p>All points answered in observations and</p>	<p>Leaseholders are getting the information they asked for during the Section 20 observation period. This therefore in turn will reduce complaints as well as challenges for leaseholders, especially when the bills are issued for the planned works when completed</p> <p>Will lead to reduction in complaints,</p>	<p>February 2018</p>

<p>responded to</p> <p>Brent is not robust in answering challenges from leaseholders</p>	<p>complaints received</p> <p>We are sharing information and being open with leaseholders. Where we can clearly challenge leaseholders on their observations or complaints we are robustly doing so, as some leaseholders are using this as a tactic to delay payment or get the bill reduced</p>	<p>challenges and delay in payment of major works bills</p> <p>Will lead to build up of trust between leaseholders and Brent Council, something which is unfortunately lacking</p>	<p>Implemented/ On-going</p>
<p>The procedure for works to be approved was very elongated and truncated</p>	<p>Revised and streamlined procedure.</p> <p>The detailed surveys now include pictures of each element to be worked on.</p>	<p>Will help draw up accurate specifications and reduces greatly the possibility for variations and therefore serving further Section 20 notices once the scaffold is erected.</p> <p>Validation is taking weeks rather than months and there is a clear audit trail.</p>	<p>In place since April 2018</p>
<p>Lack of coordination of environmental and works to meet current legal regulations</p>	<p>Works are looked at holistically and now incorporate both external fabric works as well as environment works</p>	<p>There will be a reduction in serving Section 20 notices, with leaseholders constantly getting the feel that they are forever paying for works</p> <p>Vfm as work carried out as part of a larger contract, attracting a higher discount rate under the Wates term Contract, as well as lower overhead contractor costs.</p> <p>Reduced disruption to residents.</p> <p>Reduced administration for Brent staff</p>	<p>In place since April 2018 for all new projects</p>
<p>Lack of cost implications impact of variations on Section 20 notices</p>	<p>Procedures in place to ensure that all variations are issued in writing and the</p>	<p>Reduction of works where further Section 20 notices are not issued</p>	

	<p>cost implication impact carried out. Where the cost will exceed 25% of the original contract sum, the leasehold team are instructed to issue a further Section 20 Notice.</p>	Reduction of capping of leaseholders bills	In place since June 2018
Lack of ensuring long term warranties for works were maintained	<p>Register of flat roofs with long term warranties being collated with the manufacturers.</p> <p>Wates Repairs team will only use approved roofing contractors Roofing manufacture will be notified before any works carried out</p>	<p>Warranties will be effective and not voided as has been the case in some instances due to the use of non-approved roofing contractors and lack of notification to the manufacturer</p> <p>Challenge from leaseholders will reduce</p> <p>Capping for roofing works will reduce</p>	September 2018
Lack of resident input in signing off major planned works	Residents will be invited to attend a handover inspection when works are completed	<p>As residents will be given the opportunity to inspect and sign off the works, challenges and complaints from leaseholders in particular should reduce</p> <p>Relationship between leaseholders and Brent Housing should improve</p>	In place since June 2018