

	Cabinet 11 September 2023
	Report from the Corporate Director of Resident Services
	Lead Cabinet Member - Housing, Homelessness & Renters Security (Councillor Knight)
Future of Housing Repair Service	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Part Exempt – Appendix 1 is exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: “Information relating to the financial or business affairs of any particular person (including the authority holding that information)”
List of Appendices:	One Appendix 1: (Exempt) Repairs and Maintenance Options Appraisal
Background Papers:	None
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1.0 Executive Summary

- 1.1 This report provides Cabinet with options for delivering the housing repairs service, following the expiry of the current repairs service contract with Wates Construction Limited in September 2024. The report also provides the outcome of consultation with members.

2.0 Recommendations

- 2.1 That Cabinet agree the principles outlined in section 5.0 of the report.

- 2.2 That Cabinet note the process and outcome of the consultation with members, in section 8.0.
- 2.3 That Cabinet agree for Brent Housing Management (BHM) to implement option 3 (Hybrid Model) to deliver the Repairs Service.
- 2.4 That Cabinet agree the timetable for future repairs delivery actions.

3.0 Detail

Cabinet Member Foreword

- 3.1 This report outlines the proposals for the future of the repairs service and how officers have worked closely with members to agree on a preferred option. The hybrid model includes a framework of local contractors and a handyman's service. It is expected that some of the procured contractors will be based in Brent and some the handymen recruited will be Brent residents. This is in line with the Council's strategic priorities Prosperity and Stability in Brent, Community Wealth Building and Thriving Communities.

Contribution to Borough Plan Priorities & Strategic Context

- 3.2 The Borough Plan includes two priorities specific to Housing, these are;
- Strategic Priority 1 – Prosperity and Stability in Brent
 - Strategic Priority 2 – A Cleaner, Greener Future
- 3.3 These two priorities re-affirm the Council's ambition to continue building new Council homes with a target of 1,700 by 2028 and improving the quality of housing across the private sector and in our own housing stock. Housing is also a key stakeholder in the delivery of Green Neighbourhoods both through the engagement with Registered Providers and investment in Council owned homes, specifically retrofitting poorly performing housing. It is acknowledged that whilst Housing is not specified in the remaining priorities set out in the borough plan, a safe, suitable, and secure place to call home is a foundation for Thriving Communities, The Best Start in Life, and a Healthier Brent.
- 3.4 Other strategies that are relevant to Housing include;
- Black Community Action Plan
 - Climate and Ecological Emergency Strategy
 - Homelessness and Rough Sleeper Strategy
 - Equality Strategy
 - Health and Well-being Strategy
 - Procurement Strategy
 - Local Plan
 - Inclusive Growth Strategy

3.5 Future Strategies due for delivery this financial year that will also provide context are the Private Housing Strategy, Tenant and Leasehold Engagement Strategy and overarching Housing Strategy.

4.0 Background

4.1 In 2014 Brent Housing Partnership (BHP) entered into a contract with Wates Construction Limited (Wates), to deliver the integrated asset management, planned and cyclical maintenance and responsive repairs maintenance works. The contract commenced on 1st October 2014 for an initial 5-year period, with the possibility of a further extension of 5 years.

4.2 The Contract was novated from BHP to the council in 2017 and thereafter varied to allow for a shorter extension period and further extension periods were agreed until the 5th August 2022. The parties subsequently agreed to exercise the option to extend the Contract further, until the 30th September 2024 (the “Extension Period”).

4.3 BHP decided to enter into contract with one contractor (Wates) to provide both planned works and responsive repairs. At the time this was probably seen as a good idea as it would reduce costs due to economies of scale. Also, if Wates were delivering responsive repairs, the intelligence from that part of the service, would provide a better understanding of required planned works. This, in turn, would reduce the number of responsive repairs required. It is important to note that Wates have provided a good service for residents and customer satisfaction remains high with 82% satisfaction with the responsive repairs service in April 2023.

4.4 Brent Housing Management (“BHM”) recognise how important it is to make the right decision when planning how to deliver the repairs service following the expiry of the Wates contract. To help inform decision making, an independent options appraisal was commissioned. Interviews were held with several consultants and BHM identified ARK Consultancy and 4i Solutions as the right organisations to undertake this exercise. ARK and 4i have a long track record in advising and supporting Registered Providers in various areas of housing, including similar options appraisals.

5.0 Principles

5.1 The decision on how the repairs service should be delivered in the future must be measured against our main principles for the service:

- Customer satisfaction – Improves the customer journey including, flexible appointments, high rates of first visit completions and clear communication.
- Value for money – fits within the framework of the HRA, delivers reduced visits per job, and improve voids turnaround times.
- TSM compliant – can deliver year on year improvement in Tenant Satisfaction Measure (TSM) results.

- Help the local economy – creates jobs for local people and opportunities for local businesses to deliver our services.
- Local depot – provides a depot within Brent to deliver the service.
- Ensure services are flexible and adaptable to change – build in control, flexibility and resilience to manage future change.
- Engages residents in service improvement.

6.0 Relevant Dependencies and Issues

- 6.1 Before reviewing the potential options for delivering our new repairs service, it is necessary to look at the current Social Housing climate in which the Council operates. Any option chosen will need to be future proof and address some of the issues the Social Housing sector is facing.
- 6.2 Tenant Satisfaction Measures (TSM) went live on 1st April 2023. BHM are now required to report to the regulator the residents' satisfaction in several areas including repairs, safety checks and complaints. The results will be published twice a year and the Council will be included in a league table with other Registered Providers. TSM's are a move away from transactional surveys to perception surveys. Generally, when you move to perception surveys satisfaction tends to reduce as it can be based on several factors not just how good your last repair was. BHM undertook quarterly TSM surveys over the last year to gauge what the responses are likely to be when we start reporting to the regulator. In the first three quarters of 22/23, 53% of residents had an overall positive response to the Council keeping properties in good repair. This was lower than expected and wouldn't take a huge shift to reduce below 50%. This makes it essential that the option chosen does not have a negative effect on resident satisfaction.
- 6.3 BHM have had issues with the recruitment of technical staff and so has the rest of the sector. Wates has also had difficulty recruiting and maintaining good staff to deliver the repairs service. Salary has been a factor for both BHM and Wates. As the required technical skills are in high demand, BHM have found it hard to recruit permanently under the Council's current pay structures. Skilled trades workers are also in demand and are offered higher wages to work on new developments than they would carrying out responsive or planned repairs.
- 6.4 Material costs have quadrupled in some areas over the last year, which makes it difficult to have cost certainty. Wates have had to negotiate higher rates with BHM on these materials to cover their costs. It is not clear whether prices will continue to rise but what is clear is that the cost of materials will need to be absorbed somewhere in the service.
- 6.5 In general, an inhouse option provides greater control over the service, which allows the flexibility to tailor the service to deliver to the needs of our residents. Residents can have a lot more input in shaping the service they receive. Whilst this option does provide greater control, it will also increase the risk. There are some added complexities when managing Direct labour in the public sector and we would need to procure a depot / site to locate the service (workshops, warehousing, vehicles and staff).

6.6 When deciding on an option, the Council needs to select the option that best fits with the principles in Section 5.0. The Council will also need to consider how long the option will take to implement, what are the costs of implementation, what structures need to be in place for the option to be successful, including a risk mitigation plan.

7.0 Options Appraisal

Option 1 – Insource the entire repairs and maintenance service - Pros and Cons

Responsive DLO and Contracts Manager			
Trade Supervisor RR Voids	Trade Supervisor RR	Trade Supervisor RR	Trade Supervisor RR
2 Planners	1 Planner	1 Planner	1 Planner
20 Multi-trade Operatives	10 Trade Operatives 3 Multi-trade Operatives	10 Trade Operatives 3 Multi-trade Operatives	10 Trade Operatives 3 Multi-trade Operatives
Planned DLO and Contracts Manager			
Trade Supervisor RR	Trade Supervisor RR	Trade Supervisor RR	Trade Supervisor RR
10 Trade Operatives	10 Trade Operatives	10 Trade Operatives	10 Trade Operatives
Depot for respite, vehicle and material storage			
88 Vans 6 Tipper trucks			
Dynamic Scheduling Software			
Material Management System			

- There will be a Responsive Repairs in house manager, managing insourced staff and support contractors and Planned Repairs manager, managing insourced staff and support contractors.
- 4 trade supervisors managing 39 operatives covering responsive repairs and 20 multi-trade operatives covering voids.
- 4 trade supervisors managing 40 planned works operatives.

7.1 Insourcing the repairs would give greater control over the service. However, it is the industry norm to subcontract between 40 and 60 percent of repairs, even under an insourced model. Whilst the Council will be delivering repairs directly to residents, there will also be a requirement for some of the work to be delivered by contractors. Therefore, high levels of control are more perceived than actual.

7.2 There would be a lot more control over apprenticeships, which would help grow the workforce and offer opportunities to residents in and around Brent.

7.3 There would be TUPE implications for the Council, which means we would be legally obligated to employ the current team working for Wates back office and operatives. Contractors will generally want to keep their good staff and move them to another contract before the TUPE list was formulated.

7.4 All risks shift to the Council. At the moment, Wates manage a lot of the Council's risk when undertaking repairs. They have robust health and safety procedures to ensure staff and residents are safe when repairs are being undertaken. This

risk will be with the Council as well as the other risks we currently have in ensuring that residents are safe in their homes.

- 7.5 A new structure would be required to deliver the service as the current structure does not have the capacity to deliver an insourced service. There will also be a skills gap with trade specific supervisors, if they are not on the TUPE transfer list.
- 7.6 This option does give the ability to recruit from the local community provided residents have the right skills and experience.
- 7.7 The set-up costs to insource the service will not be able to be contained within the HRA. This would be the case even without the existing pressures, which has left a saving requirement of £3m from the management and maintenance budgets in order to deliver a balanced HRA. The option of insourcing one half of the borough was also explored but the costs are similar.
- 7.8 The cost of Option 1 is estimated to be £10m for implementation and a further £2m per annum for management and infrastructure, in addition to repairs work costs.

Option 2 – Re-procure the entire repairs and maintenance service Pros and Cons

Brent North	Brent South
Lot 1 – Responsive Repairs	Lot 2 – Responsive Repairs
Lot 3 – Planned Repairs	Lot 4 – Planned Repairs
Lot 5 – Void Repairs	Lot 6 – Void Repairs

Brent North	Brent South
Patch based Housing officers/Surveyors	Patch based Housing officers/Surveyors

- Divide the Repairs and Maintenance provisions into six lots for external procurement, three in the north of the borough and three in the south of the borough.
- 7.9 Cost will inevitably increase as the Wates contract was let 9 years ago. Also, the increase in costs of materials and labour over the last year will have an influence of the overall cost of delivering the service. Although there will be an increase in costs, they are still expected to be contained within the HRA.
 - 7.10 In this model, the borough would be split in half so we would have at least two contractors delivering the service. This would mean we no longer have one point of failure as we now do with Wates. By splitting the contract in two, it is less likely tier one operators would bid for the work.
 - 7.11 The Council could tailor the procurement strategy to encourage local contractors to bid. This will require the removal of some of the barriers that are in place in a standard procurement for this type of contract.

- 7.12 Some risks will remain with the Council but the majority of the day to day risk will be with the contractor.
- 7.13 The current structure will be suitable to continue managing the services with very minor internal changes.
- 7.14 New contracts will be more robust with strong penalties for non-performance and there will be competitive challenge between contractors.
- 7.15 The cost of Option 2 is estimated to be £0.8m for implementation.

Option 3 – Deliver a Hybrid model

Brent North Outsource		Brent South Outsource	
Lot 1 – Responsive Repairs		Lot 2 – Responsive Repairs	
Lot 3 – Planned Repairs		Lot 4 – Planned Repairs	
Lot 5 – Void Repairs		Lot 6 – Void Repairs	
Brent North Local Contractor Framework		Brent South Local Contractor Framework	
Local contractors		Local contractors	
Brent North – Inhouse Handypersons		Brent South – Inhouse Handypersons	
Patch based Housing officers/Surveyors		Patch based Housing officers/Surveyors	
Multi-trade handy persons communal repairs		Multi-trade handy persons communal repairs	
Vehicles and plant		Vehicles and plant	

- Divide the Repairs and Maintenance provisions into six lots for external procurement, three in the north of the borough and three in the south of the borough.
- Establish a framework listing small local sub contractors, which can be used by both the Council directly and by the externally procured contractors.
- Develop an in-house handyperson service. A team of up to ten people, who will carry out communal repairs and other minor repairs in dwellings.

Option 3 – Hybrid model Pros and Cons

- 7.16 In this model, the borough would be split in half so we would have at least two contractors delivering the service. This would mean we no longer have one point of failure as we now do with Wates. By splitting the contract in two it is less likely tier one operators would bid for the work.
- 7.17 The Brent local contractor framework would provide contractor resources directly for Brent and for the main contractors, which will make working for Brent more accessible to smaller contractors. Management of the framework of contractors would be through a digital platform.
- 7.18 Costs will inevitably increase as the current contract was let 9 years ago. Also, the increase in cost of materials and labour over the last year will have an

influence of the overall cost of delivering the service. Although there will be an increase in costs, they are still expected to be contained within the HRA.

- 7.19 Some risks will remain with the Council but the majority of the day to day risk remains with the contractors.
- 7.20 The current structure will require some changes to deliver the handypersons service and the expanded pool of contractors.
- 7.21 New contracts will be more robust with strong penalties for non-performance and there will be competitive challenge between contractors.
- 7.22 The cost of Option 3 is estimated to be £1.2m for implementation. The estimated cost of the handy person service based on a maximum of 10 members of staff is expected to be £0.6m. Last year (22/23) we spent £0.9m on communal repairs, so we expect the Handyperson service cost to be within the budget for communal repairs. Vehicles are estimated to cost £0.4m and consultant fees to support in the delivery of the option 3 is likely to be in the region of £0.2m.

8.0 Stakeholder and ward member consultation and engagement

- 8.1 Three members' forums were held in July 2023. The sessions were well attended with an average of 21 members per session. The forums generated good discussions about the service and how it could be best delivered in the future.
- 8.2 The first members forum set the scene of the current service in terms of how members viewed the service, which was in the form of an interactive Jamboard. The Members Looked at the current management structure and how the service was performing against other local authorities on key indicators such as average number of days to complete a repair and satisfaction with the repairs service. The key take aways were:
 - Members were not happy with the service provided by Wates.
 - When compared with our peers Brent are performing well on repairs.
 - TSM results last year showed improvements throughout the year.
 - Members supported the principles for the new service as set out at paragraph 5.1.
- 8.3 The second members forum discussed in detail the two options outlined in this paper, Option 1 re-procure the repairs service externally and Option 2 internalise the repairs service. The discussions covered the possible team structures, the approximate costs, the pros and cons and the compatibility with the principles set out above in 5.0. The key take aways were:
 - The costs for internalising the repairs service could not be contained within the HRA.
 - Re-procuring the service externally was a better fit for the principles in section 5.0 than internalising the service.

- Members wanted to see an option for internalising repairs in half the borough and a hybrid option where communal repairs service was brought in house and local contractors were able to win work.

The third members forum focussed on the two new options requested from the second session, namely internalise the service for one half of the borough and model a hybrid option where the borough would be split in half so we would have at least two contractors delivering the service. In addition, a Brent local contractor framework would provide contractor resources directly for Brent and its contractors and develop an in-house handyperson service focussing on communal repairs.

8.4 Through discussion around the possible team structures and approximate costs, it was noted that internalising half the borough would still have similar set up costs to internalising the whole borough only achieving a saving of approximately £2m. The hybrid model did also have some additional costs when compared to the fully outsourced option of approximately £300K. Key take aways were:

- The costs for internalising half of the repairs service could not be contained within the HRA.
- The hybrid service was a better fit for the principles in section 5.0 than internalising half the service.
- Members would like to progress with the hybrid option.

8.5 The hybrid option presented to members consisted of two to six contractors delivering responsive repairs, voids and planned works across the borough. It included a Brent local contractor framework that would allow Brent to use the local contractors directly and would also provide the sub-contracting resource for the contractors delivering responsive repairs, voids and planned works. The intention would be to write the use of the Brent framework contractors into the tender process. As part of the hybrid model there would also be a handyperson service that are tasked with completing communal repairs across the borough. It is hoped this service would help to keep satisfaction with communal repairs high and reduce costs, as communal repairs currently constitute 60% of our exclusion repairs costs and are the subject to many complaints. It is also anticipated this team will build up and increase in capacity over time to give them the ability to take on other areas of the service.

9.0 Recommended Option

- 9.1 The hybrid model is the recommended option as it meets all of the agreed principles in section 5.0. This option provides some of the flexibility you would get from an insource model but not with the same prohibitive costs and risks.
- 9.2 This option still provides the stability of main contractors delivering a large part of the service that reduces the risk for the Council.

9.3 There is competitive performance challenge across the model, which will drive good performance and allow BHM to move work around to ensure that residents receive the best service at all times.

9.4 This is the model that was seen as the best for community wealth building, as this could be done through a local contractor framework and direct employment of handypersons. The opportunity is also there to build the capacity and expertise of the inhouse team so they are able to deliver other parts of the repairs service.

10.0 Timetable

10.1 See below timetable that sets out the key dates to the launch of the new service.

10.2 Repairs and Maintenance tender process.

Future repairs delivery actions dates	Proposed* Dates
Cabinet	11/09/23
Completion of tender documents and specifications	Oct 23
Invitation to tender per geographic split	Nov 23
Tender submission	Jan 24
Evaluation and Moderation	Mar 24
Award Decision	May 24
Mobilisation	May 24 to Aug 24
New service starts	01/10/24

10.3 Procure a framework of local sub-contractors.

Future repairs delivery actions dates	Proposed* Dates
Cabinet	11/09/23
Market Engagement	Oct-Nov23
Completion of tender documents and specifications	Nov 23
Invitation to tender	Dec 23
Tender submission	Feb 24
Evaluation and Moderation	Apr 24
Award Decision	Jun 24

Mobilisation	July –Sept 24
New service starts	01/10/24

10.4. Develop an in-house handyman service.

Future repairs delivery actions dates	Proposed* Dates
Cabinet	11/09/23
Organisation structure completed, Job specifications created and evaluated	Oct-Jan 24
Jobs advertised	Feb 24
Start of new service	Apr 24

*Proposed dates could be subject to change

11.0 Financial Considerations

- 11.1 Repairs undertaken to Council housing stock is funded from the Housing Revenue Account (HRA). Budgets are set annually and in line with affordability within business plan over a 30 year period.
- 11.2 Overall budget set for repairs in 2023/24 is £15m for cyclical and responsive, with a further £15m budget allocated for planned works. Both budgets combined cover the integrated asset management, which consists of planned, cyclical maintenance and responsive repairs to Council homes.
- 11.3 Construction industry costs have increased significantly and likely to remain at those levels without falling when the current economic pressures subside. Re-procurement option 1 is likely to experience price increases against current schedule of rates. Inflation on existing repairs budgets between 5% to 10% could result in additional budgetary requirements ranging between £1.7m to £3.4m. Initial implementation costs are estimated at £0.8m. Cost increases to re-procurement of contracts will require funding through a combination of inflation on rental income and efficiency savings to avoid budget deficits.
- 11.4 Internalising the repairs service in option 2 is estimated to require £10m for initial set up. In addition, it is estimated to require £2m per annum on top of existing budget profiles for the management and infrastructure costs associated with insourcing repairs service. The HRA currently faces financial challenges due to rent caps, cost inflations and the need to address tower block refurbishments, therefore medium-term investment plans must be approached cautiously. The financial business plan projections take into consideration forecast inflation on rental income and efficiency savings, this however does not estimate sufficient budget capacity to absorb increased costs associated with insourcing of repairs.

- 11.5 Hybrid option 3, where the majority of repairs are outsourced to a group of contractors and an internal handyman service focusing on communal repairs is estimated to cost £1.2m for implementation, this is £0.4m more than option 1 for re-procurement. The additional cost of implementation is estimated to be mitigated through cost reductions in communal repairs through the use of an internal Handy person service. Management cost of Handy person service is estimated at £0.6m and is £0.3m less than budgeted spend on responsive communal repairs at £0.9m.
- 11.6 High levels of uncertainty around cost inflation and rising interest rates pose a financial risk to the HRA. This has an impact on the cost of materials for repairs and affordable labour market, as well as potential need to borrow in order to fund major refurbishments to tower blocks, therefore posing further challenges to financial affordability in the HRA. Cost increases associated with repairs management will require funding through a combination of inflation on rental income and efficiency savings to avoid budget deficits.

12.0 Legal Considerations

- 12.1 The current repairs service contract with Wates Construction Limited expires in September 2024 and therefore the Council must consider future options for delivery of the housing repairs service.
- 12.2 Option 1 proposes the outsourcing of all repairs and maintenance works. This will require the procurement of the service in accordance the Public Contracts Regulations 2015 (“PCR 2015”) (or replacement legislation). The procurement of a contract for a comprehensive repairs service or alternatively the procurement of contracts by way under separate lots, will involve the procurement of High Value Contracts valued over £10M under the Council’s Contract Standing Orders and Financial Regulations and as such Cabinet approval will be required to procure and award (unless Cabinet delegates award to an Officer).
- 12.3 A hybrid option referred to in paragraph 7.16 proposes, inter alia, the establishment of a Brent local contractor framework. The PCR 2015 governs the establishment of frameworks and therefore there will be statutory requirements regarding the selection of providers on any framework established.
- 12.4 As the repairs service is currently outsourced, Council staff are unlikely to be impacted by any proposed outsourcing. Wates staff currently working on the contract are likely to be subject to the TUPE. Should there be the procurement of service by way of contracts under separate lots, the transfer of Wates staff is unlikely to be straightforward however as it may be difficult to determine which contract staff will be assigned to.
- 12.5 Should insourcing as set out in Option 2 be the preferred option, this would result in staff currently working for the current contractor transferring to the Council pursuant to TUPE and the integration of this workforce with current BHM staff. There would be a requirement for staff transferring to the Council

pursuant to TUPE to transfer in due course to the Councils standard employment terms and conditions and access the Local Government Pension Scheme. Option 2 would also require the procurement of a depot / site to locate the service and the consequent entry into a range of contracts to support the service.

- 12.6 Decisions on services changes which are likely to result in a significant change in the services provided to residents may require consultation with residents. Depending on what options are favoured, consultation may be required. Such consultation must be carried out while proposals are at a formative stage, must give sufficient reasons for proposals and allow adequate time for consideration and response. If the Council has a preferred option it must state that in the consultation process. The decision maker must give conscientious consideration to the responses to the consultation.

13.0 Equality, Diversity & Inclusion (EDI) Considerations

- 13.1 Pursuant to s149 Equality Act 2010 (the “Public Sector Equality Duty”), the Council must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,
- 13.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 13.3 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 13.4 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 13.5 An Equality Analysis of the preferred option will be undertaken in due course.

14.0 Climate Change and Environmental Considerations

- 14.1 As part of the tender process we will explore the idea of requesting all contractor vehicles are electric or hybrid to reduce emissions whilst they travel around the borough. Handyperson’s vehicles will all be electric.

14.2 The above will help the Council's environmental objectives and climate emergency strategy.

15.0 Human Resources/Property Considerations (if appropriate)

15.1 Option 1 would increase the workforce by circa 100 trade staff, which would require additional resources from support services such as human resources, health and safety and procurement.

16.0 Communication Considerations

16.1 The local contractor framework will require a communication strategy that will include an open day where local contractors are invited to discuss the opportunity of working with the Council. BHM are also working with Brent Works to support in the recruitment of handypersons for the new service.

16.2 As highlighted in 12.6 there is likely to be significant change in the way services are provided for residents, therefore a detailed communications plan will be developed to include tenants and leaseholders as the new repairs service is implemented.

Report sign off:

Peter Gadsdon

Corporate Director, Resident Services