



You are the key to a better Housing Service

Update V28 3rd March 2015 \_ Review No 2 September 2015

Action plan 2014/15 Resident Taskforce review Major Works

Service Area	Objective	Required outcome/success criteria	Actions	Responsible Officer/ Team	Target date	Milestones/ progress
1 COMPLAINTS	Develop clear guidelines for residents on making a complaint during and after completion of Major Works programme	Improved resident information on the major works complaints process	1.1 Develop clear guidelines on how residents can make a complaint about Major Works	Consultation Team & Customer Excellence Team (CEXT)	June 14	<p>Clear guidelines are set out on the Islington Council Webpages and promoted in our Contractors newsletters which are issued to residents monthly whilst improvement works are taking place on site.</p> <p>See links below:  <a href="http://www.islington.gov.uk/about/contact-complaints/involvedcomplaints/Pages/complaints.aspx">http://www.islington.gov.uk/about/contact-complaints/involvedcomplaints/Pages/complaints.aspx</a></p> <p>\\Lbiuser01\users03\$\brenda rodney\Brenda Rodney\2012-2013 Cyclical improvements\BP22 - CLERKENWELL\NEWSLETTER\Newsletter - Phase 22 - Brunswick Estate June 2014 - Issue 11.pdf</p> <p>Consultation Team now include information at resident meetings regarding the complaint process.</p> <p>17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>
		Improved resident satisfaction in rectifying major works complaints.	1.2 Major works complaints should not be signed off until all work to rectify the problem has been completed.	Customer Excellence Team	June 14 Sept 14	<p>The Customer Excellence Team will request the re-inclusion of the “follow up” task within the CR7 complaint monitoring system Monthly report on complaints against contractors and property services to be issued to the Consultation Team to ensure complaints are monitored, lessons are learnt and follow on actions are resolved</p> <p>15/7/2014 Milestone Completed 15/4/15Reviewed and Being done 14/9/15Reviewed and e-mail sent to CEXT</p>
		Improved roles and responsibilities for contractors and the council	1.3 The Consultation Team should be more involved in major works complaints and with the Customer Excellence Team monitor all major works related complaints.	CEXT & Consultation Team	June 14	<p>Consultation officers actively assist in collating the responses</p> <p>Following meeting on the 16.06.14 The Customer Excellence Team have now agreed to ensure a copy of the final response is sent to Consultation Team so the details can be recorded.</p> <p>17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and e-mail sent to CEXT</p>

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1 COMPLAINTS	Develop clear guidelines for residents on making a complaint during and after completion of Major Works programme	Improved service from staff to address residents issues at an early stage of complaint	1.4 The Consultation Team should regularly review onsite complaints book	Consultation Team and Capital Program Delivery Team	June 14	This is incorporated in Site meetings see item 3.1 under heading Community Issues example in link below:  <u>\\Lbiuser01\users03\$\brenda rodney\Brenda Rodney\2012-2013 Cyclical improvements\BP22 - CLERKENWELL\Scheme 22 Meeting Notes March 2014.pdf</u> 17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
		Improved monitoring and learning from complaints referencing major works made by residents on site and through the Islington Council complaints scheme.	Contracts to be reviewed following completion to discuss where lessons can be learned to improve services.	Capital Program Delivery Team Group Leaders	October 14  January 15  March 2015	Internal survey monkey questionnaires to be sent to staff involved in projects. (Responses are collated and sent to Christine Short for review)  Resident Engagement Team to develop a template review process for this. Meeting to be convened end of Jan 15 15/4/15Reviewed follow up JR 14/9/15Reviewed and Being done
	Develop clear guidelines for residents on making a complaint during and after completion of Major Works programme	Residents should be aware how and who to contact when making a complaint both during and after Major Works take place.	1.5 Review roles and responsibilities and ensure that both are complementary between contractor and the Council in dealing with resident complaints.	Consultation Team Customer Excellence Team	Sept 14	the complaints process is highlighted at public meetings and also on the newsletters and webpage  Sept 2014 completed  15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done
						1.6 Review current information provided on the complaints process at introductory meetings and resident information packs.
			1.7 Encourage staff to resolve issues at an early stage and to take ownership of situations.	All involved in major works programme	Aug 14	This is on-going and reiterated at Site Meetings and Team Meetings.  17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done

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2 LETTERS	Improve written communications with residents undergoing major works improvement programmes	Improved resident satisfaction with communications issued to residents before, during and after major work improvement programmes	2.1 All letter templates to be reviewed by the SDT and Taskforce Team to ensure they are polite, friendly and written in plain English.	Resident engagement Team & Taskforce Team	June 14 Oct 14 January 15	<p><b>Under Review by the Resident Engagement Team and residents</b></p> <p><a href="http://hfisdlsrv01/qms/html/rc.htm">http://hfisdlsrv01/qms/html/rc.htm</a></p> <p><a href="http://hfisdlsrv01/qms/html/rcfra.htm">http://hfisdlsrv01/qms/html/rcfra.htm</a></p> <p>Milestone Completed December 2014 <b>15/4/15Reviewed and Being done</b> <b>14/9/15Reviewed and Being done</b></p>	
			Staff training to be provided for all relevant staff in letter writing and plain English principles	Resident Engagement Team	June 14 Oct 14 January 15	<p><b>Resident Engagement Team to investigate online training for all staff involved in Major Works.</b></p> <p><b>This is online.</b></p> <p>Milestone Completed January 2015 <b>15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</b></p>	
			2.2 Review timescales for resident letters and ensure that all be sent out addressed to a named individual	Resident engagement Team	Sept 14	<p><b>Team refer to latest information when sending out mail merges from Islington. We do not have names for tenants of non-resident leaseholders.</b></p> <p><a href="http://izzi/library/Pages/housing-A-to-Z.aspx?AdditionalPath=/Home">http://izzi/library/Pages/housing-A-to-Z.aspx?AdditionalPath=/Home</a></p> <p><b>4/7/2014 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</b></p>	
		Improved resident understanding of snagging and defects procedures and timescales	Earlier notifications for tenants and leaseholders on indicative costs	2.3 Review current communications around snagging and defects including clear definitions of each and when and how they will be happening.	Consultation Team/Resident Engagement Team	Sept 14 Oct 14	<p><b>Under Review by the Consultation Team and Resident Engagement Team and residents</b></p> <p><b>Procedure developed by CPD</b></p> <p>Milestone completed November 14</p> <p><b>15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</b></p>
				2.4 Investigate current good practice of aftercare booklets currently issued to residents on internal works to see if the format can be replicated for issue for external works	Service Development Team	Sept 14	<p><b>Door entry instructions and aftercare booklets for window and boiler installation provided.</b></p> <p><b>15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</b></p>

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2 LETTERS	Improve written communications with residents undergoing major works improvement programmes	Residents should be able to understand what works are taking place where they live.	2.5 Investigate if tenants (as well as leaseholders) can be sent an indicative unit costs letter (with the caveat costs changed).	Aiden Stapleton in conjunction with Kevin Byrne	Sept 14	Following discussion between the Consultation Team and Housing Investment Team it has been agreed that Indicative costs will only be issued to leaseholders , as there is no added value providing this information to tenants. Currently investigating putting this information on website in line with leaseholders pledge point 6 17/6/2014 milestone completed 15/4/15Reviewed and Being done Once indicative costs are sent to Leaseholders an update is sent to tenants informing them of the scope of works 14/9/15Reviewed and Being done
			2.6 Investigate if leaseholders can be given indicative cost earlier	Consultation Team, in conjunction with Project Manager (CR) Homeowners hip & Group Leader.	Sept 14	This has been looked and it is not possible to get indicatives costs out any sooner.  17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
3 PROCEDURES	Improve procedures to show consistent approach in terms of monitoring and timescales as well as contractor information.	Improve resident satisfaction with the communications on major work improvement programmes	3.1 Review procedures for all contract types so that they show clear and consistent timescales.	Group Leader, Consultation Team, Housing Investment	June 14  Sept-14	Consultation Officers prompt Project Managers prior to each stage of the contract process. Delays, any changes in scope of works or designs are also sent out to residents. PSF are updated monthly.  Reviewing M&E and Cyclical programme timescales Sept 14 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
			Improved monitoring of contracts by managers	3.2 Review how current contracts are monitored by managers and when.	Group Leaders and Project Mangers Capital program Delivery Team & Consultation Team.	June 14
		Improved website information	3.3 Investigate a resident co-produced resident friendly procedure to be put on the website.	Resident Engagement Team	Sept-14 Oct 14	Webpages went live from the 2 <sup>nd</sup> June 2014. Under Review by the Resident Engagement Team with residents Task force decided improvement works to your home to be the most apt name for the website Milestone completed October 14 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
		Improved information to contractor before commencement of works	3.4 Ensure that information is issued to contractors before works commence	Housing Investment Team & Capital program Delivery Team	June 14	Housing Investment provides information to Capital Programme Delivery. The Project Manager issues this to the contractor. Repairs History is now to be included. A check sheet is being used to ensure all agreed information has been passed across. 23/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done

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4 <b>CUSTOMER FEEDBACK SURVEY</b>	Improve Customer feedback and learning for major works improvement programmes.	Review of current feedback mechanisms	4.1 Review survey questions and assess if current method provides value for money.	Resident Engagement Team	July 14  Oct 14  January 15	<b>Under Review by the Resident Engagement Team with residents</b>  15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
			4.2 Publish feedback and actions taken from feedback on the website.	<b>Consultation Team</b>	Jun 14  Nov 14	<b>Under Review by the Consultation Team</b>  This is dependent on feedback being analysed  Ongoing 14 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
			4.3 Review the defects response card and method for return	Resident Engagement Team	<del>July 2014</del> January 15	<b>Under Review by the Resident Engagement Team with residents **</b>  Included in report to PSMT in 4.1  21/1/2015 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
5 <b>COMMUNICATING WITH VUNERABLE RESIDENTS</b>	Improve service to vulnerable residents when major works programmes are being delivered	Improved satisfaction from vulnerable residents when they are undergoing major works improvements	5.1 Review how aids and adaptations are taken into account when carrying out major works.	Resident Engagement Team & Consultation Team	Oct 14	<b>Where aids and adaption are required customers are referred to OT</b>  30/6/2014 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
	Improve information provided to contractors where works involve vulnerable residents	Improved customer care standards from contractors especially when accessing homes where there are vulnerable residents	5.2 Review the timescales and improve the information provided to contractors on vulnerable and disabled residents	Resident Engagement Team & Consultation Team	Oct 14	<b>Updated information to be sent to contractors at the start of contract on site as information at commissioning stage may be out of date</b>  30/6/2014 Milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done
	Improve information is provided to vulnerable residents.		5.3 Review information provided to vulnerable and disabled residents about snagging and defects procedures	Resident Engagement Team & Consultation Team	Oct 14	<b>Under Review by the Consultation Team and Resident Engagement Team and residents **</b> <b>Procedure developed by CPD</b>  Milestone completed November 14 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done

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<b>5 COMMUNICATING WITH VUNERABLE RESIDENTS CONT.</b>	Improve customer care provided by contractors for vulnerable residents.	Vulnerable residents provided with the required customer service levels to meet their needs.	5.4 Review contractor customer care standards	Resident Engagement Team	<del>Oct 14</del> January 15	Under Review by the Resident Engagement Team and residents**  VR list supplied to contactors at start of project  Jan 2015 milestone completed <b>15/4/15Reviewed and Being done</b> <b>14/9/15Reviewed and Being done</b>
<b>6 WEBSITE</b>	Improve resident information on the Islington website	Increased number of residents accessing the major works area of the website.	6.1 With residents review the major works area on the website. Publish plans for and outcomes of review.	Service Delivery, Consultation Team, Housing Investment Team.	<del>Oct 14</del> January 15	Under Review by the Resident Engagement Team and residents**  Website reviewed  Jan 2015 Milestone completed <b>15/4/15Reviewed and Being done</b> <b>14/9/15Reviewed and Being done</b>
			6.2 Investigate how estate profiles can include minutes of meetings	Consultation Officer	<del>Oct 14</del>	Consultation Team add minutes to the relevant block on work on your home webpages. Minutes of public meetings are sent to all residents at their postal address. 30/6/2014 Milestone completed <b>15/4/15Reviewed and Being done</b> <b>14/9/15Reviewed and Being done</b>
			6.3 Provide the Asset Management and Capital Improvement Plan on website	Housing Investment Team	<del>June 14</del> Sept 14	All information now available on Website  25/7/2014 Milestone completed <b>15/4/15Reviewed and Being done</b> <b>14/9/15Reviewed and Being done</b>
			6.4 Ensure that the website has clear, regularly updated information which allows residents to see what works are planned for their estate and when	Consultation Officer/Housing Investment and Homeowners hip Team	<del>June 14</del> October 14	All information now available on Website  25/7/2014 Milestone completed <b>15/4/15Reviewed and Being done</b> <b>14/9/15Reviewed and Being done</b>

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<b>7 CONSULTATION MEETINGS</b>	Improve the format and attendance at consultation events	Improve information, publicity and attendance at estate consultation events. Improve information, publicity and attendance at estate consultation events.	7.1 Ensure that all residents are actively encouraged to attend estate consultation meetings.	Consultation Officer, Service Development, Housing Investment & Capital Programme Delivery Team.	Sept 14	<p>Training has been provided to consultation n staff to improve customer involvement.</p> <p><b>Sept 14</b> 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>
			7.2 Review how minutes are issued and publicised to all residents. Ensure a consistent approach instigated	Service Development Team	Jun 14	<p>Guidance note produced</p> <p>7/7/2014 Milestone completed</p> <p>15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>
			7.3 Work with the Residents Engagement Team to explore how residents can be encouraged to attend meetings and make them more friendly and interesting. Also how to engage TRAs/estate groups	Consultation Officer, Service Development Team & Homeowners hip	Sept 14	<p>Training has been provided to consultation staff to improve customer involvement.</p> <p><b>Sept 14</b> 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>
			7.4 Investigate good practice seen by Taskforce at Half Moon re: resident consultation events and on site information	Consultation Officer, Service Development Team & Homeowners hip	June 14	<p>This practice has been adopted.</p> <p>We have used the facilities of the TMO for site meetings and resident consultation</p> <p>17/6/2014 milestone completed 15/4/15Reviewed and Being done 14/9/15Reviewed and Being done</p>

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<b>7 CONSULTATION MEETINGS CONT.</b>	Improve the format and attendance at consultation events	Improve information, publicity and attendance at estate consultation events	7.5 Review how residents are 're-consulted' where there are changes to major works programmes.	Resident Engagement Team	<b>April 14 &amp; on-going</b>  Sept 14	<b>Under Review by the Resident Engagement Team and residents</b>  Residents are written to where there are delays in getting projects on site  Sept 14 milestone completed <b>15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</b>
			7.6 Plan consultation meetings with TRAs/interested resident groups using different ways to get people involved.	Resident Engagement Team	<b>Dec 14</b>	<b>Under Review by the Resident Engagement Team and residents</b>  <b>Look at communicating via email and or text</b> <b>Awaiting contract where electronic addresses are available for all residents</b> <b>Milestone completed December 2014 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</b>
			7.7 Review checklist with staff to ensure that venues are accessible and make full use of local venues	Consultation Officer & Resident Engagement Team	<b>Sept 14</b>	This is already being done where CO's liaise with CDSO  1/7/2014 Milestone completed  <b>15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</b>
			7.8 Investigate how to use current media techniques to let residents know about upcoming meetings.	Consultation Team	<b>Dec 14</b>	<b>Under Review by the Consultation Team and Resident Engagement Team</b> <b>Digital Display boards now being used and have proven to be very successful on the Finsbury Estate.</b> <b>Monthly newsletters are being used by contractors and Estate digital notice boards are being used where available</b> <b>Sept 14 milestone completed 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</b>
<b>8 ONSITE</b>	Improve resident communications when major improvement works are on site	Improved access for residents to key staff and facilities when a major works programme is on site	8.1 Increase and publicise availability for residents to consultation officers, site managers and RLOs.	Capital Programme Delivery		<b>Contract Project sign Boards erected whilst works on site.</b>        <b>17/6/2014 milestone completed 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</b>
			8.2 Investigate the provision of Freephone number.	Consultation Officer		<b>Contractors have free phone numbers in place.</b>        <b>17/6/2014 milestone completed 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</b>

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8 ONSITE CONT.	Improve local estate knowledge to enhance contractor knowledge and improve	Improved local information for contractors, estate services and consultation staff	8.3 Review local facilities are used for respite during works.	Consultation Officer/Capital Delivery and Service Development Team	Dec 14	<p>Being provided wherever possible such as the Andover Estate.</p> <p><i>Use of on-site facilities as in Half Moon co-op</i></p> <p>27/6/2014 Mears use the caretaking facilities at Treaty Street.</p> <p>Benefits of using local amenities are weighed up for each contract</p> <p>30/6/2014 Milestone completed</p> <p>15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</p>
	Improve resident communications when major improvement works are on site	Improved support from RLO's and contracted staff	8.4 Review on site appointment process, flexible appointments and include how residents sign off work.	Capital Programme Delivery and Consultation Officer	Dec 14 – on-going	<p>Contractors are generally flexible and will accommodate residents as much as possible.</p> <p>The leaseholder pledge lays out how residents are to be included at final walk around with project team</p> <p>Milestone completed November 14</p> <p>15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</p>
	Improve local estate knowledge to enhance contractor knowledge and improve.	Improved support from RLO's and contracted staff	8.5 Review process for pre work walkabouts to include local reps, estate services and contractors.	Capital Programme Delivery/ Service Delivery and Consultation Officer	June 14	<p>The Consultation Officer organises this.</p> <p>17/6/2014 milestone completed</p> <p>15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</p>
		Improved access for residents to key staff and facilities when a major works programme is on site	8.6 Review the process of how each RLOs work is agreed so that a more local service is delivered.	Group Leaders from capital Program Delivery Team	Sept 14	<p>Each contract has a RLO allocated all of whom are contacted by phone or e-mail. An 0800 number is also provided</p> <p>Sept 14 milestone completed 15/4/15 Reviewed and Being done 14/9/15 Reviewed and Being done</p>

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		<p>Improved appointments process for residents.</p> <p>Improved local information for contractors, estate services and consultation staff</p> <p>Improved support from RLO's and contracted staff</p> <p>Improved sign off process with estate representatives and improved satisfaction in this area</p>	8.7 Review the sign off process for estate works with residents	Capital Programme Delivery/ Service Delivery and Consultation Officer	Dec 14	<p>PS Ops protocol includes sign off process. Consultation Officers coordinate the contract Sign off and walkabout arranged with TRA or steering group members prior to the practical completion being agreed.</p> <p>Milestone completed October 14 15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done</p>
9 LEASEHOLDERS	Improve communications with leaseholders when there are major work improvement programmes	<p>Increased satisfaction from leaseholders before, during and after major works programmes</p> <p>Improved information and methods of information provision to leaseholders</p> <p>Improved information on non- resident and sub-letting leaseholders</p>	9.1 Review timescale for contacting leaseholders before works begin.	<p>Resident Engagement Team</p> <p>Home Ownership Services</p>	<p>Dec 14</p> <p>July 14</p>	<p>Procedures are in place to notify Leaseholders at the earliest opportunities.</p> <p>Information is available on website for future CIPs works.</p> <p>Leaseholders are invited to Scope of works meetings.</p> <p>Indicative costs letters are sent out.</p> <p>Section 20 meetings are held when notice of estimate is sent out.</p> <p>Leaseholders are invited to pre-commencement meetings.</p> <p>4/7/2014 milestone completed -</p> <p>15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done</p>
		<p>Improved website information for leaseholders</p>	9.2 Review current information provided to potential leaseholders including potential costs, some FAQs and projected plans	Home Ownership Team	July 14	<p>Website information updated with relevant information</p> <p>Milestone achieved September 2014</p> <p>15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done</p>

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LEASEHOLDERS CONT.	Improve communications with leaseholders when there are major work improvement programmes	Improved publicity regarding the leaseholder Pledge	9.3 Ensure the Pledge is marketed more widely and effectively.	Home Ownership Team	July 14	Link is provided to webpage <a href="#">15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done</a>
		Increased satisfaction from leaseholders before, during and after major works programmes	9.4 Review contact methods for leaseholders	Home Ownership Team	July 14	Under Review by the Home Ownership Team  This is to be promoted under a HOU article on Your Home newsletter  Sept 14 <a href="#">15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done</a>
		Improved information and methods of information provision to leaseholders	9.5 Include and involve absent leaseholders in consultations	Service Development Team	July 14	Procedure for dealing with Non-resident Leaseholders has been agreed.  <a href="http://izzi/library/Pages/housing-A-to-Z.aspx?AdditionalPath=/Home">http://izzi/library/Pages/housing-A-to-Z.aspx?AdditionalPath=/Home</a>  4/7/2014 milestone completed <a href="#">15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done</a>
			9.6 Review surveys so they are less generic and more specific for individual blocks and before indicative costs are sent.	Capital Program Delivery	July 14	Information being provided on block by block basis  July 2014 <a href="#">15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done</a>
			9.7 Review ways to make initial/indicative costs more realistic from the outset.	Capital Program Delivery	<del>Dec 14</del> Feb 2015	Costs are based on Borough-wide averages they can only be rough estimates as they are based on past projects.  February 2015 milestone completed <a href="#">15/4/15Reviewed and Being done 14/9/15 Reviewed and Being done</a>
			Improved information on non- resident and sub-letting leaseholders	9.8 Review current database of non-resident and sub-letting leaseholder	ICT	Dec 14