

Home Owners Council Strategy

Mar 2018- 2020

APPENDIX 1



Summary

1. Background Framework & Gaps
2. HOC Strategy
3. Tactical Approach
4. Actions, Deliverables and Measures
5. Achievements so far Mar – June 2018
6. Resource requirements

Background – framework



- Section 105 of the Housing Act 1985 requires the Council to consult residents on housing management issues which significantly affects them - **discretionary**
- The Homes and Communities Agency's 2015 regulatory framework states that residents should have opportunities to
 1. shape service delivery
 2. scrutinise their provider's performance,
 3. identify areas for improvement
 4. influence future delivery
- The council complied by setting Fairer Future principles:
 - Treating residents as if they were a valued member of our own family
 - Being open, honest & accountable
 - Spending money as if it were from our own pocket

Background – identified gaps



- The Residents Engagement survey highlighted
 - the relationship between the Council and it's residents is fundamentally broken
 - A significant number of respondents were quite vocal in their dissatisfaction with the tone and responsiveness of Council communication & e-mails go unanswered
 - 64% of people don't know a great deal how to make a complaint
- Conference feedback provided a wide span of issues affecting the leaseholders
- CAB statistics shows lack of engagement/ referrals from Councillors, Home ownership Unit and HOC (TRA's/ AHF's)
- **HOC** is “the ultimate consultative body” on matters relating to housing services, management and policies as they affect homeowners existing and potential

HOC Strategy

to become

-  the Constructive,
Proactive Challenger
-  Trusted Home Owners
Advocate



Tactical Approach Feb 2018 – May 2020

Leaseholders Engagement	Stakeholders Engagement	Transparency	Value for Money	Council Policy Consultation	Customer Experience
<ol style="list-style-type: none"> 1. Contact conf. delegates (info, volunteers) 2. Street properties and freeholders campaign 3. 4 e-letters pa 4. Update website "how to join" documents 5. Display e-mail address on contact not form 6. Reactivate tweeter 7. 3 Conferences pa 	<ol style="list-style-type: none"> 1. New HOC welcome/ Induc. 2. Non attendance 3. Councillors adv. campaign 4. Activate referrals from TRA's AHF's 5. Increase CAB funding + 80 LH 6. Fund Independent strategic org 7. Engage Specialist Advice - Insurance 8. Advocate benefits to the Council 	<ol style="list-style-type: none"> 1. Service Charges break down cost vs fees & overheads 2. Service charge bill + planned major works pa 3. Major works projected time vs actual delivery 4. Improve contact info staff's positions, emails/ accountability 5. Housing Ombudsman ref 	<ol style="list-style-type: none"> 1. Repairs vs Improvements 2. Engage residents to monitor contractors performance 3. Decrease the major works refund time 4. Buy back policy for leaseholders in arrears 5. Test Case contract Street Properties 	<ol style="list-style-type: none"> 1. Simplify section 20 Consultation and make it meaningful 2. Increase participation to committees 3. Proactive policy consultation 4. HOC visit some Council departments 5. Heavy Paper GSM bills cost 	<ol style="list-style-type: none"> 1. Review Areas & Debt recovery/ mortgage 2. Complaints procedures SLA's SMS progress report as arrears 3. "Customer" Advocacy with the council 4. Promote "service champions" – call centre & email feedback

Note: the actions in blue are from the conference
the actions in red are from HOC members

Leaseholders Engagement

Actions, Deliverables & Measures

Treat the Leaseholders as members of the family

Conf. delegates
(info, volunteers)

End-to-end Leaseholders SEGMENTED communication

- Sorry you couldn't attend
- Thank you for your feed back
- Thank you for participating
- Thank you for offer to volunteer
- Street properties/ FH campaign
- **New HOC Welcome/ Induction**

- ✓ Introduce **Personalised** communication
- ✓ 5 Conf responses SEGMENTED campaigns
- ✓ Increase digital contact

4 E-letters pa

Sustained Leaseholders DBA (customer base management)

- Lobby for a dedicated Leaseholder DBA
- Promote LH Support Services

- Increase
- ✓ Email contact from 40% to 70%
- ✓ Awareness from 50% to 80%

Improve online
experience

Easy to find up to date, relevant online information

- **How to join process, AHF updated info, CAB**
- Load conf documents
- **Display e-mail address on contact not form**
- Reactivate Twitter

- Increase
- ✓ Email contact from 40% to 70%
- ✓ Awareness from 50% to 80%

3 Conferences pa

Optimise the engagement

- Subjects proposed by leaseholders
- Raise the Council profile actions
- Develop community
- Offer Independent advice

- ✓ 600 LH contacts pa
- ✓ Cover the base in 3 years
- ✓ Raise service awareness 75%

Note: the actions in **green** are partially executed

Stakeholders Engagement

Actions, Deliverables & Measures

Advocate to the Council to treat LH as Customers

Truly Independent Advice

Increase Engagement with Independent Bodies and Experts

- Increase Independent LH advice funding
- Engage Specialist Advice/ Insurance
- Leaseholders Knowledge
- Compare Council best practice with neighbouring Councils

- ✓ CAB + 80 LH
- ✓ Increase referrals to independent bodies

Councillors

Open the communication channel with the councillors

- Meeting attendance presentation
- Monthly/ Quarterly communication report on Leaseholders issues

- Increase
- ✓ HOC attendance 0% to 50%
- ✓ CAB referrals from 0 to 30

AHF/ TAR's

Activate the AHF/ TRA's

- AHF provide monthly report & issues for escalations
- TRA's Funding project results

- Increase
- ✓ HOC attendance 15%
- ✓ Monthly AHF reporting

New HOC / Prospective LH

- Welcome/ Induction campaign
- Advice/ support for right to buy 530 applications

- ✓ All New HOC
- ✓ All prospective LH

Note: the actions in green are partially executed

Transparency

Actions, Deliverables & Measures

Transparency is NOT more communication BUT “How was Done”

Service Charges “SC” Fees & Overheads

- Lobby to include in bills Fees and Overheads by default
- If SC higher than estimate able to explain variances in 2 mo

✓ % work value vs fees & Overheads

Major Works

- Include the Major works estimate on the Service charge bill for LH to plan their finances
- Set a clear dates when each MW will finished and when settled

Decrease
✓ Refund time, even over 5 years
✓ Monitor Projects KPI's

Staff Contacts

Lobby a change in the faceless Council interaction

- Improve LH ability to contact Staff and escalate matters
- Give clear indication for indicative next set time/ action
- Automatic replies holiday/ who contact or No longer with Southwark

Improve
✓ Communication efficiency
✓ “Be proud to help” attitude

Housing Ombudsman

Now all the referrals are to Housing Ombudsman

- Not all issues can be dealt with by them, ping-ponging LH
- List/ Promote all the Support bodies clear in which circumstances

✓ Introduce Clear advice for each circumstance

Note: the actions in green are partially executed

Value for Money

Actions, Deliverables & Measures

Treat Leaseholder's money as its own

Major works

- Several LH raised unreasonable long refund time
- Introduce transparency set a deadline when refunds will be settled
- Include the Major works estimate on the Service charge bill
- Value for money Test Case contract Street Properties

- ✓ Keeps the refunds time as projected
- ✓ Decrease Refund time + 5y
- ✓ Monitor Projects KPI's

Engage residents to monitor contractors performance

Council on the LH side vs Contractors

- Include SLA's penalties in the MW and Service contracts
- Encourage LH to raise issues/ photos
- Set automatic compensation for contractors poor performance

Set

- ✓ Contractual framework for Customer Experience
- ✓ Contractual Compensation

Buy backs when in arrears

- Provide to leaseholders independent financial advice

Decrease

- ✓ The number of LH losing the leases

Repairs vs Improvements

Criteria, classification and cost

- District heating: cost/benefit analysis, future compliance
- Apply for grants to deliver improvements

- ✓ Cost benefit analysis with future compliance legislation in mind

Note: the actions in green are partially executed

Council Policy Consultation

Actions, Deliverables & Measures

Deliver a fair deal to LH

Section 20 & Projects consultation

- Simplify section 20 Consultation and make it meaningful
- Demonstrate consideration to LH feedback
- Introduce projects timings & SLA's

✓ Publish consultation LH feedback amendments & SLA's

Operational Cost Decrease

- Lobby for cost efficiencies
- Engage residents in cost control efficiencies
- Heavy Paper GSM bills cost

✓ Awareness campaign

New Policy consultation

- Participate in all relevant council meetings/ committees
- Proactively offer leaseholders views
- HOC visit some Council departments

✓ Increase HOC Consultation

Note: the actions in green are partially executed

Customer Experience

Actions, Deliverables & Measures

Treat the Leaseholders as members of the family

Review Areas & Debt recovery/ mortgage

- Lobby to Redraft reminder letters
- Improve debt management process: LH told before banks are
- Mirror fees late payments/ late refunds

- ✓ Firm but friendlier comms
- ✓ Impact of contacting mortg.

“Customer” Advocacy with the council

Address the disconnect between the paper policies and operational procedures

- Inconsistent approach to LH complaints & contractors
- Visit various departments/ clear escalation
- Promote “service champions” – call centre & email feedback

- ✓ Align the complaints policy with the procedure
- ✓ Major works and service charges procedure on HOC W

Complaints procedure

Lobby for a review and introduction of a monitoring system

- Identify the LH complaints by type
- Follow up the SLA/s, SMS
- Introduce feedback mechanism 😊
- Introduce clear timelines
- Introduce escalation process
- Head of service/ complaints

- Reduce
- ✓ Nr. of escalations
 - ✓ Nr of Ombudsman
 - ✓ Nr of 1st Tier Tribunal

Note: the actions in green are partially executed

Achievements to Date

March – June 2018



1. Decentralised the HOC empowering the Working Groups and HOC members
2. Streamlined the participation monitoring process
3. Created “Leaseholders Areas of Interest” groups
4. In depth analysis of a successful Conference
5. Prepared a two year Strategy & Action plan and started to execute on it
6. Updated the website “How to join”, AHF, CAB info easy contact as per leaseholders Conf feed back
7. Executed HOC new members Welcome/ Induction campaign
8. Participated to the All-Party Parliamentary Group on Leaseholders reforms

Resource Requirements



1. DBA Leaseholders Campaigns Customer Experience

- < 5 Conference follow up segmented campaigns
- Welcome/ Induction new members
- Increase digital uptake conversion rate on the 17,000 LH
- Content management on all campaigns/ load documents

2. Stakeholders campaigns

- Councillors/ Regular updates
- AHF monthly contact updates/ TRA's
- Non attending HOC members

3. Research and Support for Working Groups

- Repairs vs Improvements/ Debt Recovery
- Conference analysis X 3
- Customer experience/ Complaints
- Lobby with the Major Works, Service charges and DR dept customer experience

