

Stockwell and Vassall Area Leaseholder Forum

Date: Thursday 22 January 2015

Venue: **Mursell Hall**
Portland Grove
London SW8 1JE

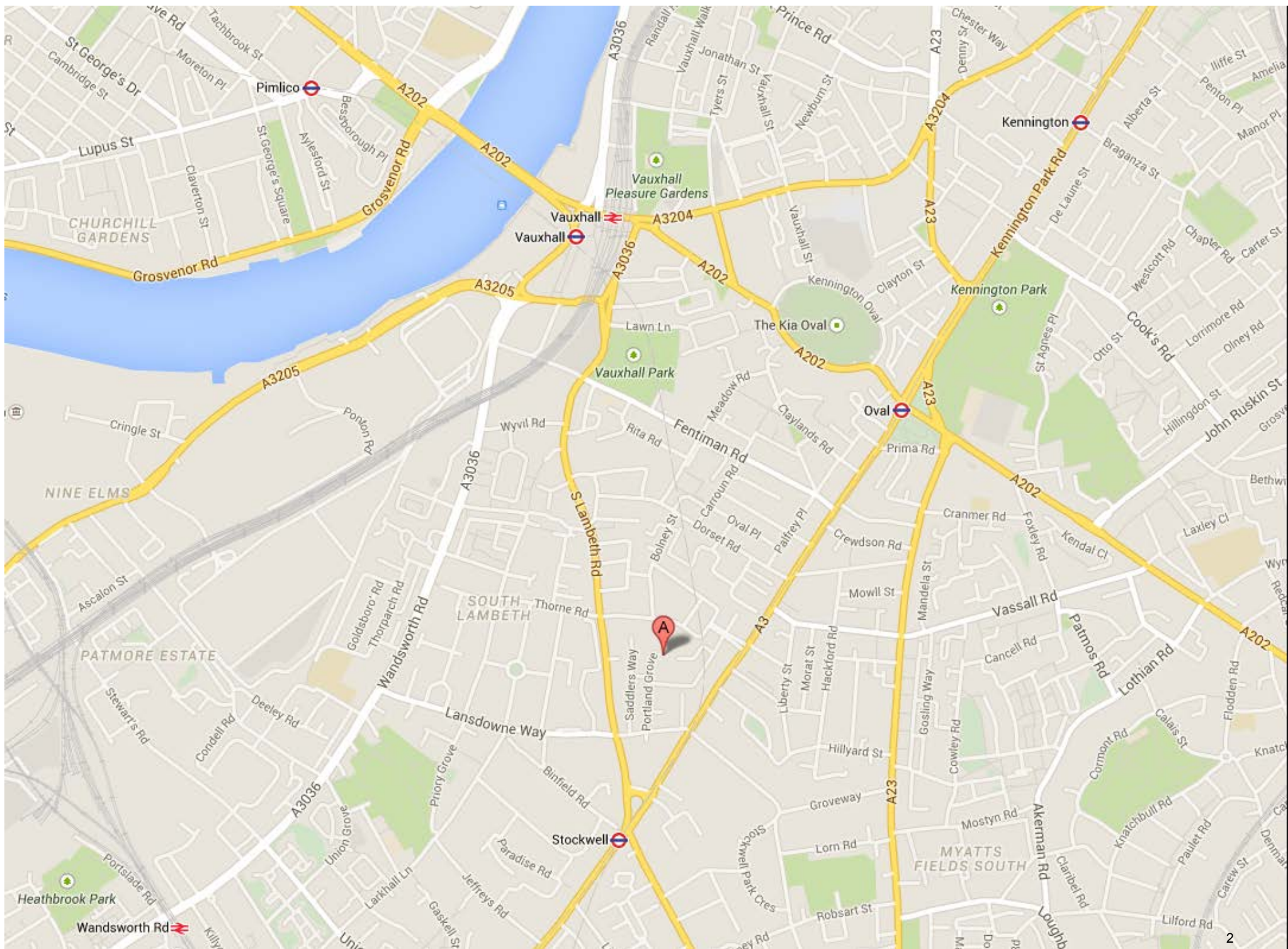
Time: 7pm to 9pm

Surgery 6:00 pm–7:00 pm with Home Ownership Services
Officers

Please note there will be no individual items taken after 7:00pm

If you wish to contact your leaseholder representative direct
please email svleaseholders@gmail.com

You can also visit www.lambethleaseholders.com



Contents

Page 4: Invitation and Agenda for Meeting

Page 5: List of Committee Members and Estates

Page 6: Draft Minutes of the last Area Leaseholder Forum

Page 16::Dispute Resolution Policy

Page 18::Leaseholder Engagement Report ALF Review

Page 19::Window Replacement Policy

Page 24: LAP Progress Update

Page 25::Update from Committee on Vauxhall Cross Proposal

Page 26: North Area Office Contact List

Page 31: Home Ownership Services Contact List

Page 34: Childcare Expenditure Claim Form

Appendices

Appendix A: Review of Leaseholder Engagement Strategy

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Stockwell and Vassall Leaseholders are invited to attend

The Stockwell and Vassall Area Leaseholder Forum

Thursday 22 January 2015, 7 to 9pm

**Mursell Hall
Portland Grove, London, SW8 1JE**

Surgery 6 to 7pm with Home Ownership Services Officers

Please note there will be no individual items taken after 7pm

Agenda:

1. Welcome/Introductions
2. Minutes of last meeting
3. Matters Arising
4. LBL Insurance Team presentation
5. LL Calculations Team presentation and update on dispute procedure
6. Leaseholder engagement update
7. Update on window opt-out policies
8. LBL independent expert update
9. Vauxhall Cross proposals update
10. Questions/ issues for Leasehold Council
11. AOB

For any further information or questions about the Area Leaseholder Forum, contact Emily Wester, Leasehold Community Engagement Officer at ewester@lambethliving.org.uk

You can contact your elected leaseholder representatives directly on svleaseholders@gmail.com.

For any other queries about leasehold management, contact the Home Ownership Services Customer Service team on homeownership@lambethliving.org.uk

**Stockwell and Vassall
Committee of Elected
Leaseholder Representatives**

Committee Member

Faye Nicholls

James Howell

Richard Baker

Malcolm Russell

Jack Sutcliffe

Estate Area

Larkhall Estate

Larkhall Estate

Calais Gate/ Coligny Court

Wyvil Estate

Lilford Road

Venue: Mursell Hall
Mursell Estate, Portland Grove
Date: 29 October 2014
Time: 6:00 – 7:00pm Surgery
7:00 – 9:05pm Meeting
Chair: Faye Nichols
Minutes: Alison Tambling

Stockwell & Vassall Area Leasehold Forum MINUTES

Leaseholder representative attendees	Faye Nichols (Chair) Richard Baker (Committee Member)	
Lambeth Living Attendees	Alison Tambling (LL – Home Ownership Services) (Minute taker) Lisa Keating (HOS) Tim McClave (HOS) Emily Wester (HOS) David Ansah (HOS) Wayne Murray (LL- Lambeth Housing Standard) Pamela Moseley (HOS – Surgery) Augustina Dougan (HOS – Surgery) Yaw Boadu (LHS – Surgery)	
Leaseholder Attendees	Gaby Gassner Evelyn Hayward Kate Bekoe Mrs R Watson Ms Iyabo Soniran Maria Diosa Rodrigues D McCook Anne-Marie Hammond M Colinas Gilda Marinello James Bellew Tom Moore/Hestor Cromdie E.S. Amofo-Mensah Jane Sutton Richard Mealing	Foxley Road Selway House Wilcox Close Wood House Netherby House Brocket House Rita Road Harcourt House Seymour House Paulet Road Fenwick Place Seymour House Rita Road Kneller House Lucas House

	<p>Todor Todorov Gary Zipman Dana Rasheed Mr and Mrs H Redjimi M Bostwick Mr Barclay Andrew Weller Richard Baker Adam Sample C Charman Ike Obayinwana Nicki Crosthwaite Eyre Teresa Bell G Choquet F Nicholls Gareth Wallace Peter Collett Fike Adeneye Anthony Cheevers Pamela Smith R Heath David Kennett Charles Crosthwaite Eyre Mr P Agyeman Anya Fearn Julie Hansen Peter Sandle Walter E Castro Sarah Beales</p>	<p>Martin House Lansdowne Way Tradescant Road Hindlop House Creon, Burford, Guildford South Lambeth Road Coligny Court/Calais Gate Apollo Court Teversham Lane Vassall Road Tredescant Road Goston Gate Harleyford Court Mordaunt House Kelvedon House Basil House Conrad House Rita Road Brixton Road Gilbert House Aston House Tredescant Road Oakwell House Loughborough Road David House, Wyvil Estate Mordaunt House, Larkhall Brockett House, Union Grove Fenwick Place</p>
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Apologies	<p>Malcolm Russell Anthony Winn Jack Sutcliffe Cllr Jane Pickard</p>
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Item	Topic	Action By
1.	<p><u>Welcome and Apologies</u></p> <ul style="list-style-type: none"> Faye Nichols (FN) welcomed everyone to the meeting and apologised for the invites being sent out late to leaseholders (LH). This was due to the printers not sending them out on time. 	

2.	<ul style="list-style-type: none"> Each Home Ownership Services officer introduced themselves along with Richard Baker (RB) and Wayne Murray (WM) of the LHS Team. <p><u>Minutes of last meeting</u></p> <ul style="list-style-type: none"> Theresa Bell (TB) of Goston Gate asked why LH's were not provided with details of members voted in and why this was not in the minutes. FN advised that she was invited to attend a meeting where George Wallace, the chair stepped down. In that meeting a request was made for a new chair to take his place, FN was the only member to stand up and was voted in for the position. Richard Baker (RB) advised that he invited LH's to join the committee and few people turned up for the meeting. He asked if the committee in the room would leave their contact details so that he could make sure that all LH's received information regarding future meetings and Representatives voted in. Julie Hansen (JH) of David House was concerned that LH's details on the sign in sheets could be made public knowledge. It was advised that this is not the case and only used by LL and (where permission was given) by the committee members to contact LH's TB stated that she has to contact Lambeth Living to find out when meetings are there is not enough communication regarding meetings etc. Emily Wester (EW) advised that all LH's are invited to AGMS each year where members are elected. She did agree that more work needs to be done to communicate with LH's and as part of her role, this is what she will be looking at to provide a better service to LH's. JH asked for the committee members to be listed on the pack for the next Forum. This was agreed. <p>Action – List of committee members for the next ALF.</p> <ul style="list-style-type: none"> TB stated that 5.7, page 8 of the minutes for the previous Area Leasehold forum were in correct in what she said. This needs to be corrected. <p>Action – Minutes to be corrected.</p>	<p>EW</p> <p>EW</p>
3.	<u>Matters Arising/Home Ownership Services/Leaseholder engagement</u>	

update.

- EW introduced herself to the floor as the new leasehold engagement officer. Her role is to look at Lambeth Living's (LL) strengths and weaknesses when it comes to engaging and communicating with our LH's. How this can be done better, how we move forward and the changes that need to be made.
- How these changes can be made – Written communication to be plain English for everyone to understand. Asking LH's to get involved and look over some of the templates that we use to communicate with our LH's, do changes need to be made to these? Are the meetings working, are they delivering the information that LH's need, how can we make them better, more meetings, less meetings etc.
- EW advised that the pack that was issued for the ALF shows contact details for officers and the HOS structure chart, making it easier for LH's to know who to call and the numbers that they can be contacted on.
- Lisa Keating (LK) advised that we are looking at the LL website and how this can be made better for our leaseholders, this may include more virtual communication, invite LH's into projects that may affect their estate and get their feedback.
- LK stated that Right to Buy is on the increase due to changes in government legislation, meaning more LH's on our estates and implications for new LH's, so it is vital that we communicate with LH's better.
- We need to slim line processes, put these on the website.
- LK approached the matter of LL going back to Lambeth Council in June 2015, but confirmed HOS will carry on as normal until then.
- Actual bills due out on 31 October 2014.
- There will be 3 different letters going out. Letters where accounts are in credit, letters where there is a variance of 10% or less, and the third letter for those with a larger increase to their final charges. LH's are to check their final bills and if there is a dispute contact us straight away so that this can be investigated.
- Wyvil Estate accounts have been looked through with a fine tooth comb to ensure that the charges are correct. Wyvil residents were involved in this.
- LK also made reference to the pilot scheme called Centre 70. They offer free debt advice to LH's who find themselves in financial hardship. LH's

	<p>can either come to LL for a referral or directly to them.</p> <ul style="list-style-type: none"> • LK also mentioned the progress from the Task and Finish Group, this is a work in progress involving Councillors, LH's, LL, and Lambeth Council (LC) to look at the things that are going wrong and put together the Leaseholder Action Plan on how we should be delivering major works. Feeding this information back to Leasehold Council on a quarterly basis. • LH asked LK why LL is going back in house. LK advised that LC have decided to take us back, that this could mean redundancy for some staff. This decision was taken with the support of politicians. • RB advised that at the beginning of this month discussions between LL and LC took place where LL was advised of this. The reason for this is unknown. • LL will continue to provide a service to our residents and manage the major works projects. LL due to go back in house in June 2015. • L/H of Wyvil Estate stated that only 2 years ago work was carried out on her estate for windows, roof and doors and further work is now taking place. L/H concerned that she will be recharged twice for the same work. <p>Action - Alison Tambling to forward LH concerns onto S20 collections team for a response.</p> <ul style="list-style-type: none"> • JH had concerns regarding the opting out of windows scheme and residents contact detail being made public knowledge to internal and external groups of people. • RB advised that contact details are used to help committee members communicate better with our residents. Emails can be sent to keep them up to date with developments on major works, issues relating to estates, Lambeth Council etc. • Mr Rasheed, Lansdowne Way asked if it was possible to opt out of receiving communal heating and hot water. • LK advised that it is not possible for some residents to opt out of receiving this service. The council's policy has changed and allowing residents to be disconnected from the system will have repercussions for other residents in relation to costs etc. • Residents may only be given the option to opt out if the council are removing the communal system and installing individual boilers. • Mr Rasheed ask, legally can the council stop leaseholders from being 	<p>AT</p>
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	<p>removed?</p> <ul style="list-style-type: none"> • LK advised that we have a mixed tenure in our buildings, decisions need to be made and inspections carried out to see what is more cost effective. Allowing individuals to come off of the system means that costs for supplying the service will fall on the other residents. We can not misuse the housing revenue account. LH have the right to go to the FTT (First Tier Tribunal) if they are not in agreement. The FTT will consider fairness, reasonableness of any refusal, service provided and costs. • LH on the floor asked how insurance is calculated per dwelling because it seems quite high. How do we tender for insurance premiums, can LH go out and get their own insurance? • LK explained that LC not LL provide insurance so HOS can't explain rates. Agreed to invite LC insurance team to attend next meeting to explain processes and answer questions. <p>Action: EW to invite LC insurance team to next meeting.</p> <ul style="list-style-type: none"> • LK advised that Lambeth have to go out to the open market, this was carried out recently. The Wyvil task and management group has queried the tender process and we are looking at carrying out a mini tendering exercise to try and get better value for money. We must also remember that prices have changed over the years, so there could have been an increase in the insurance costs. 	EW
4.	<p><u>Major Works Update</u></p> <ul style="list-style-type: none"> • FN explained what the joint task and finish group was. £400,000 programme in the borough funded by central government and this money needs to be spent quickly, within the next 3 – 4 years. • RB advised that a decision was made by Leasehold Council to gather LH concerns about this and a report was to be produced. Any contract signed up to April 2014 leaving out Wyvil, Larkhall Estates. It was felt by Stockwell and Vassall committee and other L/Hs that the Task and Finish report did not address all concerns or go far enough in its recommendations – have produced separate Leaseholder Working Group report. • Conclusion: It has been requested by Leaseholder Working Group (LWG) that an independent expert be recruited to look at all of the Major works projects that are currently underway. They will look at the scope of the work, costs of works, good value for money, surveys carried out before works commence etc. Some works maybe restricted by the Long Term quality agreements that are currently in place. 	

- LWG report stated that more accurate costs to be produced for LH so that they can budget. Work is to be monitored to ensure quality and standards of work are being met.
- 4 members of the board had been through job specifications to find an expert. LH advised that they can also put themselves forward to attend a meeting to help recruit the expert.
- FN advised that there will be a responsibility in helping to recruit the expert. Board members will be included in setting criteria, making suggestions, be part of the selection process. This will be an independent person, but paid under Lambeth Council's payroll.
- Leasehold council will be held on 13 November. This will be the deadline for forum members to provide their comments for the brief on appointing the expert.
- FN advised that a procurement, tender and selection process must be followed. Hopefully this will be completed by Christmas.
- LH asked if the council write to RICS for an expert.
- RB stated that the council's relationship with Pellings has not been very good with residents in the past. LH's concerned that a new person may not be listened to.
- FN advised that this would be monitored to make sure this does not happened.
- LH from Rita Road has recently received a letter regarding window replacement; they had concerns regarding the material used and the costs involved.
- RB suggested that maybe the reason for fitting UPVC is because this requires less maintenance, no external painting for the council, less cost to residents in the long term.
- Wayne Murray (MW), from the Capital Works Team advised that planning regulations must be followed subject to the material used. This maybe the reason why UPVC is being used.
- Surveys are due to start in the North area on street properties on 31 October 2014.
- LH asked if they can buy into Girder to have their front door replaced.

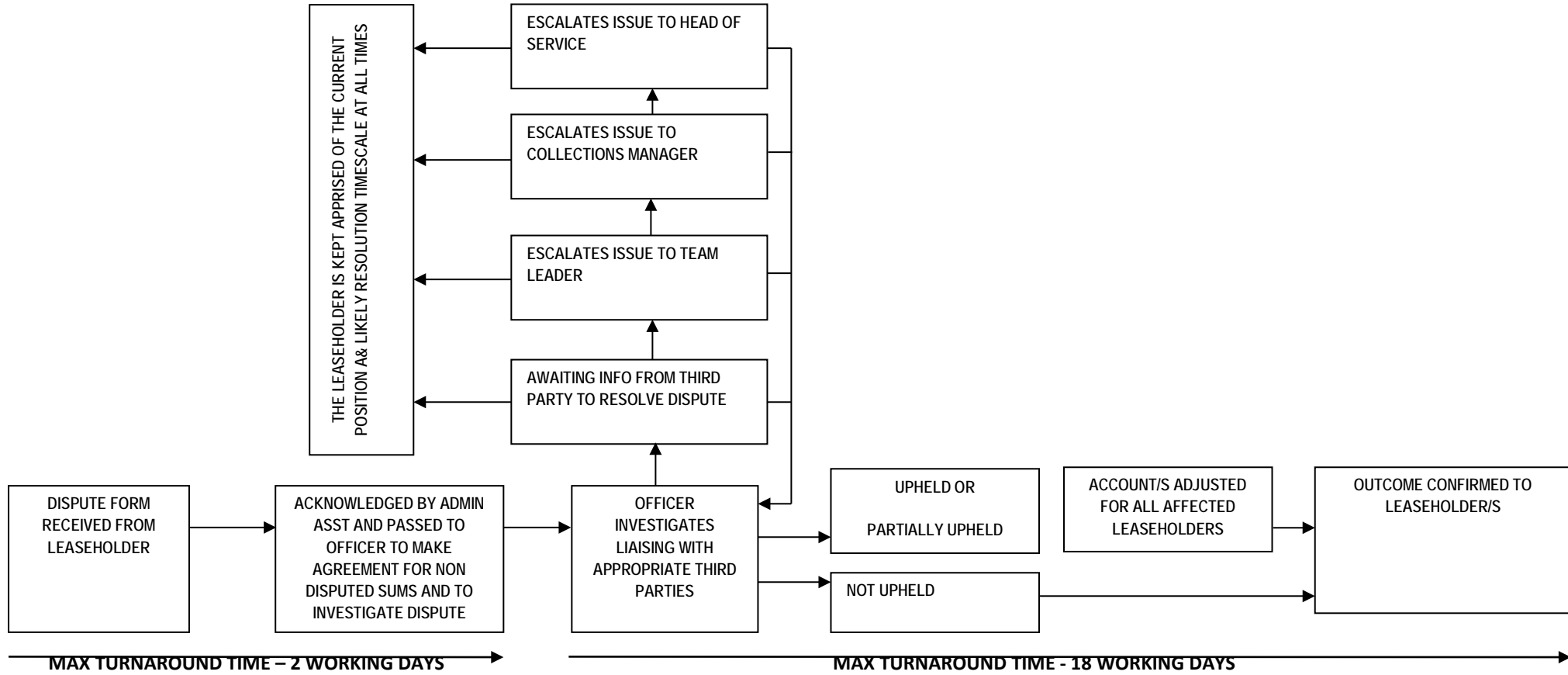
	<ul style="list-style-type: none"> LH advised that this was possible, works must be carried out the same time the contractor is installing the doors to other properties in the building. LH - Garry Zipman (GZ) asked who would retain ownership of the door frame after new door and frame has been installed. <p>Action - Alison Tambling to investigate and get back to Mr Zipman.</p> <p>1st proposed motion - support for LH representatives to engage with the council and LL in LAP (Leaseholder Action Plan) and selection of individuals, FN propose MR, RB and herself to attend the meetings with the option for other LH's to feed into these meetings.</p> <p>Motion passed.</p> <p>2nd proposed motion – Support for proposed recruitment of independent expert.</p> <p>Motion passed.</p>	AT
	<p><u>DCLG Leaseholder Service Charge Cap</u></p> <ul style="list-style-type: none"> FN mentioned that the pack handed out contained information relating to the DCLG (Dept. of communities and local gov) changes to legislation. This relates to unfair charges to LH's, reduction in charges and a new cap amount due to come in on LH service charges. This relates to all London Boroughs. The cap will mean that local authorities can only recharge £15,000 over a 5 year period per LH. This only affects leaseholder who reside in their homes. The cap applies to decent homes backlog of scheme funds for 2015/16. Funding that has already been provided previously to LL is not covered by the cap. FN advised that out of the £490,000 funds received, 20% of that is going into contractors pockets, doesn't feel funds are not being spent properly. Lucy Owen of the GLA has advised that funding will be given to the council if good control of money can be proven. <p>FN raised motion – Support to be given by the room to go back to Lucy Owen regarding any commitments made.</p> <p>Motion passed.</p>	
5.	<u>Service Charge Update</u>	

	<ul style="list-style-type: none"> • LK has been widely involved with LH's on the Wyvil Estate regarding works and costs relating to major works carried out. There have been concerns of duplicate work taking place, being billed twice or 3 times. An investigation is taking place and all Wyvil Accounts have been put on hold. • FN advised that LH's must go through their account thoroughly and dispute any charges that they are not happy with. • LH Raised concern about overpaying a service charge on estimate. • RB advised that work or services not provided would not be charged, this would be credited back or reflected in their final account at the end of the year. • LH concerned regarding lack of communication from LL in relation to service charges, jobs raised etc. • FN suggested that LH's can request an FOI from LL to obtain the information. • EW advised that in the future, the LL website will give LH's information to help them understand our processes and their service charge more easily. • FN suggested that an officer from the service charge calculation team attend the next ALF to explain the calculation of service charges to LH's. <p>Action: EW to invite Calculations team to give a presentation and answer questions at next forum meeting.</p> <ul style="list-style-type: none"> • Suggestion made that electronic statements could be put on the website to make them accessible to LH's. 	EW
6.	<p><u>Vauxhall Bus Station</u></p> <ul style="list-style-type: none"> • The Gyrotory system is to be removed and area to be made more pedestrianised. There are concerns that buildings will be erected in this space. • The reason for making it pedestrianized is that this will result on traffic calming in the area. • There is a meeting being held on 30 October 2014 at Carmelita Centre, 41 Vauxhall Walk at 7pm to discuss the proposal. 	
7.	<u>AOB</u>	

- Next Meeting January 2014

Meeting closed at 9:10pm

SERVICE CHARGES DISPUTE RESOLUTION POLICY



Dispute Resolution Guidance – Home Ownership Services (HOS)

It is necessary for HOS to have a clear dispute resolution policy, which we can promote to leaseholders and service charge paying freeholders (customers). We don't always get it right and aim to be open and honest in resolving disputes, dealing with all of our customers concerns in a professional manner. Where disputes are upheld we will apologise to our customers, make any necessary adjustments/write-off's promptly and retain dispute records on the Information @ Work system. The introduction of our dispute resolution policy aims to achieve this.

Definition:

HOS's definition of a dispute is when a leaseholder or service charge paying freeholder refuses to make payment of an actualised service charge or major works invoice and has written to us outlining their concerns and, the amount being disputed against each invoice.

Every member of staff within HOS will be familiar with this definition and must refrain from referring to cases or, accept that there is a dispute unless it complies with the above definition.

Resolution Timescales:

Where a dispute is received, we should write to the customer (within 48 hours of receipt) to acknowledge receipt of their dispute and to advise which officer will be conducting the investigation and advising that the result of their investigation will be conveyed to them in writing (within 20 working days).

A copy of this letter must be uploaded onto the leaseholders Information @ Work file and appropriate notes made on systems (e.g. Oracle, Northgate, J&P Portal & CRM).

Of course, there will be some occasions when this deadline will have to be extended, mainly because it may require liaison with both internal and external stakeholders. However, where this is the case, the Investigating Officer will write to the customer before 20 days have elapsed from receipt of the dispute to advise that there will be a delay and provide a reasonable estimated resolution timescale with justification reasons.

It should be noted that where a customer is disputing a portion of an invoice, arrangements must be made for the non disputed amount to be paid, preferably in full but this can be in instalments or, in line with our policies.

Where disputes are not upheld, they can appeal and the Team Leader will provide responses to appeals within 20 working days.

Leaseholder Engagement Report and ALF Review

As has been explained at the last round of Area Leaseholder Forums, the Leasehold Community Engagement Officer has produced a report reviewing Lambeth Living's leaseholder engagement and recommending some changes and updates. That report can be found as **Appendix A** to this document.

The key conclusion that we now wish to carry forward with the assistance of Leaseholders' Council is to form a project group of leaseholder volunteers to work with the Leasehold Community Engagement Officer review the role and format of Area Leaseholder Forums, discuss what form formal engagement with leaseholders should take, visit other boroughs to ascertain best practice, and produce new draft protocols for how our formal engagement with leaseholders is structured, to be approved by Leaseholders' Council and the LL Board.

This proposal will be brought to the next Leaseholders' Council meeting, as well as this round of Area Leaseholder Forums, and volunteers will be sought at each meeting. Leaseholders who wish to be involved can express their interest to the Leasehold Community Engagement Officer by emailing Emily Wester on ewester@lambethliving.org.uk.

Replacement of Windows

This is the process for leaseholders applying for consent to install their own windows and the apportionment of the costs associated with window renewal after a leaseholder has replaced the windows in their home.

1.0 The terms of the lease

Under the terms of council standard leases, maintenance of all windows and doors, other than leaseholder front door, are the responsibilities of the council. Leaseholders may only replace these with the prior written permission of the council, which will not be unreasonably withheld.

Because the windows/rear door remains the responsibility of the council any approval granted is subject to certain conditions. These protect both the council and the homeowner against damage and loss.

The lease also makes leaseholders responsible for paying a proportion of the cost of any works to the structure and fabric of the building including the windows and rear doors either as repair and maintenance or renewal.

These are common clauses in both council leases across the RTB sector and leases in the private sector.

2.0 Leaseholders applying for consent to install windows

Whilst we are progressing in our plans to reach the decent homes standard by 2010 we are still able to give consent to leaseholders wishing to replace the windows in their home. This consent will not be unreasonably withheld and the following section identifies what the council will consider in agreeing to give consent or not.

2.1 Decent Homes works

- That the windows are not due to be replaced within the current program of works to reach decent homes standard.

2.2 The leaseholder applying for consent must;

- Obtain all statutory consents including any necessary planning permissions, listed building, conservation area consent (where appropriate) and must bear the cost of doing this.
- Obtain any required building regulations certificates.
- Obtain any required health and safety certificates.
- Provide all details to the council including details of any manufacturer and installers warranties, guarantees and the appropriate FENSA.

2.3 The windows to be installed must:

- Be of an appropriate design to match those already in the building. Drawings must be provided to show this prior to installation.
- Meet the councils' performance specification and standard.
- Be fitted by competent trades' people to an acceptable standard that meets health and safety regulations.
- The windows will become the council's property and responsibility to maintain after installation.

2.4 The work:

- Will be inspected after installation to ensure they meet the councils' standard and approval.
- Must be within the part of the buildings owned by the leaseholder.
- Must not have caused damage to the structure of the building in any way.
- Are not likely to cause damage to the structure of the building in any way.
- Are not likely to or have caused depreciation in the value of the property or building.
- Do not cause any managerial barriers to the overall management of the building.

2.5 The leaseholder should:

- Tell the insurance department about the work, as they might need to change the conditions of the insurance policy.
- Tell any mortgage lender about the work before it is carried out.

2.6 On completion of the work provided all the above are met we will send the leaseholders final confirmation in writing of the agreed consent to the alterations.

3.0 Apportioning costs

Where individual leaseholders have been given permission to replace their windows they remain liable to contribute towards any future costs incurred by Lambeth Council for repairing, maintaining, replacing windows within the block plus any associated works.

WINDOW REPLACEMENTS: NEW CHARGING POLICY FOR LEASEHOLDERS –
Please find new policy attached.

In the past we have not always been able to replace windows when residents may have wanted us to.

We know that leaseholders have made written requests for consent to install windows within their homes and in many cases these have been agreed. In most cases these consents have been adhered too but in some they have not.

We are similarly aware that some leaseholders have either not asked for written consent or may have acted on verbal consent which has not been followed by consent in writing.

The lease is clear that leaseholders require written consent to carry out alterations such as window replacements and that without this the lease will have been breached. This is not, however, to say that the breach can not be remedied.

In many cases the windows installed by leaseholders are fit for purpose and remain in place even if the council replaces windows throughout the block. Below I have detailed the process we go through during a window replacement contract.

4.0 The current process

Where we undertake window replacement work our surveyors will identify any leasehold properties where the windows/balcony doors have been installed by the leaseholders and assess them against the following criteria;

1. Has written consent been obtained?
2. Do they comply with current required standards for design and quality?
3. Do they comply with current required standards of glazing?
4. Do they comply with Building Regulations?
5. Is the design in keeping with the rest of the windows in the building?

If all these criteria are met we would not be obliged to replace them and they should remain in place.

If all these criteria have not been met, except that consent has not been obtained, then we may be able to give retrospective consent for the replacement of the windows.

If all these criteria are not met then the windows would need to be replaced to fulfil our obligations as a landlord.

Windows replaced by the council some time ago will be assessed in the same manner. If the windows are relatively new but do not comply with the current standards the council will take a view on the reasonableness of charging leaseholders for the cost of the second installation. These costs or savings will, as described above, be apportioned to all leaseholders.

WINDOW REPLACEMENTS: NEW CHARGING POLICY FOR LEASEHOLDERS

This new policy applies to all contracts started on site after April 01 2009 and changes the way leaseholders are charged for windows. Where a leaseholder has replaced their own windows with permission they will not be charged for the full cost incurred in a block window replacement scheme (major works).

The Council will grant a rebate in the charge for replacement windows proportionate to the actual saving achieved by the Council to those leaseholders who have replaced their own windows with the Council's permission. The new policy ensures fairness to all leaseholders.

You will still be charged for the cost of any communal doors and windows replaced in the scheme. Other leaseholders pay the normal costs that would be incurred if we replaced all the block windows and those that have replaced their windows will not have to pay twice for the works. The windows have to meet the council's standards and any defective windows will be replaced as they may damage the building.

Procedure for The New process How Will the Policy Work?

The following steps apply for properties with leaseholder-installed-windows(LIW), ie where consent has been given and leaseholders have installed their own windows/

All New Projects

- The following process will apply to all projects where the Section 20 Notices are issued on or **after 31st March 2010**, on blocks where the windows in one or more flats have been installed by the current or a previous leaseholder.
- At the first stage of section 20 (Notice of Intention) all leaseholders in flats with LIWs; the leaseholder will be notified of the Council/Lambeth Living policy.
- During the design and specification stage the windows in flats with LIWs will be inspected and assessed by a surveyor who will make a recommendation whether the LIWs are suitable to be retained. The leaseholder will be notified by Lambeth Living of the decision; information will also be supplied about what the leaseholder may do if they wish to challenge the decision.
- At the second stage (Landlord Proposal Notice), leaseholders in flats with LIWs will receive a notice which will detail the total cost of the major works scheme, it will also detail the estimated cost saving if it is decided to retain the LIW, s.
 - We need to consult with you about the total cost as it is still possible that an objection may be raised to retaining the windows.
- Shortly before works starts on site, leaseholders in flats with LIWs will be reminded that the LIWs are not going to be replaced and notified of the last possible date by which they may opt to be included in the contract.
- At **final cost** stage leaseholders in flats with LIWs receive an invoice calculated in accordance with the formula prescribed in the new policy.

Current and Recent Projects

- The following applies to all projects where the Section 20 Notice (Landlord Proposal Notice) was issued **prior to 31st March 2010** and where construction contract commenced on site **on or after 1st April 2009**, on blocks where the windows in one or more flats have been installed by the current or a previous leaseholder prior to 31st March 2010.
- Leaseholders of flats where the windows installed by the current or a previous leaseholder have been retained and new windows have not been replaced as part of the major Project will receive an invoice calculated in accordance with the formula prescribed in the new policy.

LAP progress update and upcoming survey

At the last Stockwell and Vassall Area Leaseholder Forum meeting, your representatives explained that an LAP Review Board of leaseholders had formed to monitor LBL and LL's progress in implementing the recommendations in the Leaseholder Action Plan (LAP). The meeting was also informed that LBL was starting the recruitment process for an independent expert to work with and advise the LAP Review Board. A report to the Leaseholders' Council Executive and the brief for the expert were circulated to Stockwell and Vassall leaseholders, and leaseholders were asked to send their comments to their committee members who would in turn feed these back to the Council.

Motions were passed at the last meeting supporting the committee engaging with the Council and LL to work on the LAP Review Board and in support of the recruitment of an independent expert.

After the meeting leaseholders did send feedback to the committee and the collected comments and suggested amendments can be found at **Appendix Bx B**.

One of the ways LL want to measure progress on implementing the recommendations in the Leaseholder Action Plan is through a **survey of leaseholders** who have had Lambeth Housing Standard works done on their properties. We are starting with a survey of all leaseholders who had works during Year 1 of the LHS programme.

The survey was designed in consultation with tenants and leaseholders and is being carried out by an independent market research company. **Only around 1000 leaseholders will receive it, so if you are one of those, please do take the time to fill in and return the survey - your opinion really counts.** A significant proportion of these leaseholders are in the Stockwell and Vassall area so your input to this survey is key to its success.

Leaseholders should receive it by the end of January to their home address, and it can be returned freepost or completed online.

Vauxhall Cross Proposal Update from the Stockwell & Vassall Committee

The 'Save the Bus Station' group were contacted by The Campaign Company, 'an independent research and engagement company' contracted by Lambeth Council to 'carry out engagement work...around the significant changes taking place in the area' and 'help the Council understand what people think and to get them involved in helping to shape the area'. They have so far interviewed 400 residents door to door in Princes, Oval and Stockwell wards, and have picked out 50 stakeholders to interview by phone, (business and community reps).

The research is not just relating to Vauxhall Cross and the Transport Hub, but that is obviously a big part of it. They want to know people's views on the best things in the area, the challenges faced locally, how we think development has been managed and what we think should happen in the immediate future. They hope to produce a report in 6 – 8 weeks, which will be available on-line.

450 people doesn't seem like a very wide representation, so the Save the Bus Station group asked if it could make the consultation known, and the Campaign Company agreed to read any emails sent in and possibly to phone some of the respondents.

If you would like to contribute please email Will Heywood on will@thecampaigncompany.co.uk , and copy in David on david@thecampaigncompany.co.uk .

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LAMBETH LIVING HOME OWNERSHIP SERVICES

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LEASEHOLDER LINE 020 7926 6700
CONTACT CENTRE 020 7926 6000
LAMBETH COUNCIL 020 7926 1000
SWITCHBOARD NUMBER
HOME OWNERSHIP FAX 020 7926 3482

POSTAL ADDRESS

HOME OWNERSHIP SERVICES
 2nd FLOOR HAMBROOK
 HOUSE
 PORDEN ROAD
 BRIXTON
 SW2 5RW

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Childcare Expenditure Claim Form

All child care cost must be claimed within one week of the meeting.

Name: _____

Address: _____

Telephone number: _____

Name and date of the meeting you are claiming for:

You may only be reimbursed if you use a registered childminder.

1. What is the childminder's registration number? _____

2. How many children you are claiming? _____

3. How many hours are you claiming? _____

4. What is the amount you pay per hour? £ _____

5. What is the total expenditure? £ _____

Date: _____

Signature: _____

Please return the completed form to:

Lambeth Living Home Ownership Services
Hambrook House, 2nd floor
Porden Road
London SW2 5RW

Review of Leaseholder Engagement Strategy

**For Information
Approval ✓**

**Prepared by: Emily Wester
Title: Leasehold Community Engagement
Officer
Phone: 0207 926 0150**

Purpose

To consider Lambeth Living's current methods of leaseholder engagement, and propose recommendations for changes and improvements with the aim of improving leaseholder satisfaction.

Summary

This report considers the current position of Lambeth Living's engagement with leaseholders, its communications with leaseholders, and other key factors affecting leaseholder satisfaction. It is the result of my assessment of these areas made during my first weeks at the organisation and takes into account views of colleagues in Resident Engagement, Home Ownership Services, and Communications, and draws upon feedback from leaseholders at Area Forums, Leaseholders' Council, and individual conversations.

Key risks

Currently leaseholder satisfaction with our services is among the lowest in London. There is a risk that this will not improve unless a strategic approach is taken to find new ways to engage and consult with leaseholders and act on their feedback.

Financial implications

I do not foresee a significant increase in costs to fund any of the recommended activity. The main outlay will be in staff time, and possibly overtime pay, for an increased number of evening surgeries.

Improved engagement and clearer communication with leaseholders could lead to more accurate and prompt payment of service charges and major works bills, as it will avoid scenarios where leaseholders fail to pay because they do not understand what they have been sent and are unable to speak to the correct officer to answer their questions.

I. Introduction

- a. I was appointed as a Leasehold Community Engagement Officer in Home Ownership Services (HOS) in July 2014. It is a new role and was created to address low leaseholder satisfaction rates by employing someone specifically to design and implement a new engagement strategy.
 - i. I spent my first weeks at the organisation working closely with the Head of Home Ownership and the Leasehold Managers; learning about Home Ownership Services, including shadowing officers to get an idea of the role and structure of their teams; meeting with the Resident Engagement Manager and individually with all of the Resident Participation Officers in their local offices to discuss the

Appendix A

Area Leaseholder Forums (which had been their responsibility but which I have now begun to take over – with particularly helpful assistance from Erin Healy, Executive Support Officer in the Central Area Office); attending Leaseholders' Council, Area Leaseholder Forums, and setting up smaller informal meetings with individual leaseholders; discussing leaseholder communications challenges with the Communications team; and helping with the first project of the HOS Service Improvement Group (producing a revised homeowners' handbook).

- ii. Those meetings and discussions have all directly fed into this report, in which I review the current status of leaseholder engagement and make recommendations for improvement.

b. Structure of this report

- i. I have divided the report into three main sections, looking separately at:
 1. Engagement – the Area Leaseholder Forum meetings and formal engagement and consultation structures.
 2. Satisfaction – areas for change within Home Ownership Services where we can improve leaseholders' satisfaction with our services.
 3. Communications – written and online communications with leaseholders.
- ii. In each section I first consider the current position and existing structure, what is working and what isn't; then move onto a second section setting out my specific recommendations for change.
- iii. I then conclude with a full numbered list of all the recommendations set out in each of the three sections and propose next steps.

II. Engagement

a. Existing engagement structure

- i. Earlier this year, Mark Howarth, Resident Engagement Manager, prepared a review critiquing the Area Leaseholder Forum format, which is our main structure for leaseholder engagement at present. That review is clear and informative so I will not repeat its contents here, but it can be found as Appendix A to this report. The intention for this report is to build on the ideas in his review and propose a way forward.
- ii. There are six Area Leaseholder Forums: North Lambeth, Stockwell & Vassall, Clapham, Brixton, Streatham, and Norwood. They are open to all leaseholders in their area, and each forum nominates reps to Leaseholders' Council. According to the protocols they are to meet three times a year.
- iii. One of the key points in Mark's review in May was that the Area Leaseholder Forums (ALFs) are not fully providing meaningful leaseholder engagement, and that no other similar organisation divides leaseholder engagement by geographical area in this way. He questions whether it is logical to do so, given most leaseholders will be concerned with issues that are either particular to their own block or estate (rather than the wider neighbourhood) or issues that are specific to leaseholders but will affect all leaseholders equally across the borough.
- iv. Mark raises the issue of ALFs replicating the function and content of AHFs (Area Housing Forums). Some leaseholders involved in their ALF don't engage with their TRA and AHF, and raise issues or request discussions/presentations at ALFs about concerns that should properly be raised through their TRA/AHF (like pest control, estate services, anything non-leaseholder specific). The disconnect between ALFs, AHFs, and TRAs is reflected in complaints I have heard from leaseholders. Currently there is

Appendix A

no formal way of ensuring that issues discussed at an AHF are fed back to the area's ALF.

- v. There is also a question of whether we are satisfied with the less democratic style of the ALFs – whereas AHFs are delegate bodies with representatives from the area's TRAs, any leaseholder can go to their ALF and be nominated to then sit on Leaseholders' Council. So it is possible for an ALF to be dominated by leaseholders from one particular estate, for example – there are no in-built safeguards against this happening set out in the protocols.
- vi. As Mark pointed out in his review, until recently there has been a lack of interest in ALFs, with most not holding the normal schedule of three meetings per year. Interest has increased due to the LHS programme, and now some forums have expressed a desire to meet more frequently. There is also some confusion and inconsistency with how frequently they have been meeting: in some areas we are servicing more than three meetings a year and in others refusing to do so.
- vii. It's unlikely that the recent increase of interest and attendance of ALFs can be taken as an expression of support for the format; rather what is most likely happening is that leaseholders who have concerns or complaints about their major works are taking every opportunity available to try and get these resolved.
- viii. Many leaseholders feel their area forum is their only opportunity to raise issues with LL staff face to face, so the meetings are very often dominated by attempts to raise individual issues (whether or not they were discussed at the surgery) rather than the discussion of wider issues the forums are intended for.
- ix. As ALFs are only supposed to meet every four months (and even in areas where meetings seem to be somewhat more frequent, there will always be at least a couple of months between them) they are not an efficient mechanism for raising and following up action points, given this time lapse between the issue being raised at one meeting and officers coming back with an answer or update at the following meeting. Leaseholders have also complained about failure by officers to ensure issues raised are actioned as promised and comprehensive updates provided at the following meeting. There can be a lack of accountability for following up actions when different officers attend the meeting each time.
- x. Surgeries: each ALF meeting has a surgery either before or after the meeting. In many cases, leaseholders are only attending to raise an individual query, and if they cannot be seen during the surgery, will try to raise this during the meeting itself.
- xi. One issue with the surgery is that these are currently serviced by HOS officers only but a majority of the issues raised are to do with issues for which this team is not responsible: mostly, major works and repairs, and some local area office issues such as ASB, estate cleaning, or key fob failures. For surgeries to be effective the appropriate teams need to be present and leaseholders need to be informed what kind of queries can be answered.
- xii. There seems to be a real demand for surgeries local to the area and opportunities to speak with officers face-to-face; although some leaseholders certainly do want to get more involved and be elected to Leaseholders' Council etc, a significant proportion of leaseholders, as discussed above, are more interested in access to officers and effective communication channels than in getting involved. There's often a feeling of frustration and people attending meetings because they feel it's the only way they can raise issues.

Appendix A

b. Engagement: recommendations

- Reviewing the ALF structure raises a number of questions – about the appropriateness of the area format, the frequency of meetings, the lack of a clear channel of communication and feedback between the ALFs and the AHFs and TRAs – and these questions are not for me to decide but should rightly be considered by leaseholders themselves.
- Therefore a key recommendation of this report is an endorsement of the recommendation of Mark Howarth's review: namely, to propose to Leaseholders' Council that we set up a project group with leaseholder volunteers to consider the engagement structure and decide what changes to make.
- Once we have some volunteers we can decide the exact remit and timescale of the project, but it should at least review the role and format of ALFs. It would be very helpful to visit two other boroughs and meet with their leaseholder forum to learn about other ways of working.
- After this main project group has finished, we can consider seeking leaseholder volunteers to form smaller working groups of leaseholders and staff looking at specific issues in future.
- Going forward after this project group, it may be helpful for the Leasehold Community Engagement Officer to meet occasionally and consult with a small group of leaseholders as a 'leaseholders steering group' – parallel to the casual 'residents steering group' who meet with the Resident Engagement Manager. If the initial group volunteer to do this it would be helpful to check in and update on progress etc on, for example, a quarterly basis after their main project has concluded.
- An online forum already exists, set up in conjunction with the Leaseholders' Council website, and made by a leaseholder rep to Leaseholders' Council who is a web designer. Some leaseholder feedback to proposals of us setting up an online forum was that we shouldn't 'reinvent the wheel' and I agree – engaging with the forum set up by leaseholders themselves rather than trying to get people involved in our own is preferable and demonstrates that we are willing to work collaboratively with leaseholders rather than impose things on them from above. I and other relevant staff can sign up to the existing forum and post replies to questions, meeting dates, and other relevant information. I also see no reason why the homeowners' tab on the LL website cannot include a link to this, as long as it has the standard disclaimers clarifying that it's a link to an external site and LL are not responsible for content, etc.
- Clearly there is a demand for far more evening surgeries at local venues convenient to leaseholders. Although these can be reviewed along with ALFs by the leaseholder group, I think this recommendation is non-controversial enough that we can begin to action this now, and would like to begin scheduling and organising regular evening surgeries for leaseholders across the borough and publicising these on the website and through letters, e-newsletters, estate noticeboards, and automated text messages to leaseholders whose mobile numbers we have.
- For leaseholders who might not want to come to an evening surgery or meeting, or who don't feel they have an urgent enough question to come to a surgery but just want more information, we can look at doing a series of Saturday 'leaseholder information sessions'. These could be done by area (possibly even at TRA level) or by topic. All we would need to do is organise a venue, publicise the event, produce an information pack to give people upon arrival, and have officers with the relevant expertise on hand to answer questions – staff wouldn't need to speak to the whole room, just have one-on-

Appendix A

one conversations with people. The idea would be to offer a friendly and relaxed environment (with tea and biscuits on hand) where people can get the information that's relevant to them and get questions answered. It would also be an opportunity to run a survey and collect some email addresses so we can more easily communicate with more leaseholders.

III. Satisfaction with services

a. Current position: STAR Survey

- i. The STAR 2013/14 results show that only 19% of leaseholders are satisfied that LL listens to and acts on their views. Only 36% are satisfied with the opportunities they have to make their views known, and only 26% are satisfied with the opportunities they have to participate in management and decision making.
- ii. Priorities identified by leaseholders in STAR, in order of descending importance:
 1. Communal repairs, maintenance
 2. Value for money in terms of day-to-day service charges
 3. ASB
 4. Listening to and acting on residents' views
 5. Neighbourhood as a place to live
 6. Keeping residents informed
- iii. We know that most leaseholders aren't interested in overly participatory engagement, or agreeing to become involved in anything that will be a drain on their time. They don't want to hear from us more than they have to and most don't have time or desire to participate in feedback or consultation for its own sake. They're most concerned with having clear channels of communication and getting correct answers and an efficient service from us when they do have to contact us.
- iv. Other STAR questions focused on general satisfaction with leaseholders' contact with LL also got poor responses:
 1. 32% satisfied with LL services
 2. 23% satisfied with maintenance and repairs
 3. 20% satisfied with service charges/value for money
 4. 20% satisfied with ease of contacting the right person
 5. 25% said problems/queries resolved quickly/easily
- b. Most leaseholders said in the STAR survey that they don't find it easy to contact the right person and their problems and queries aren't resolved quickly or easily. From this, and other feedback, we know they don't have a clear understanding of how the service is structured and how it fits in with the wider organisation, or who is likely to be able to help them, and we know that communications often break down between an enquiry being received and an answer being provided.

c. Satisfaction: recommendations

- Now that the Home Ownership Service has a new structure and new managers in place, we can provide a HOS structure chart and a telephone or email list, to all leaseholders: at all public meetings, with meeting packs for area forums, in e-newsletters, on website. All HOS staff provide customer service so there is no reason emails and phone numbers should be kept confidential, and having a clear picture of who their queries are being directed to and how to contact them will reduce leaseholders' frustration and

Appendix A

incidences of enquiries being passed to multiple colleagues and a full response never being issued.

- We can also implement some new policies around this: for example, if an officer receives an email from a leaseholder that they can't answer, instead of forwarding email enquiry to appropriate colleague then responding to leaseholder advising it's been passed on, always copy leaseholder in so they have that person's contact details and feel we're dealing with it transparently.
- Collections and Consultations team already work in patches, so leaseholders should be given information on who their assigned officers are on relevant communications, as well as the more general inbox/phone numbers in case their named contacts aren't available. We should also be ensuring that the patch officers are attending their area's ALFs and their contact details are on ALF packs. Clarity and consistency on who to contact will help build productive relationships between leaseholders and officers.
- It should be arranged for customer service training to be provided for all HOS staff, not just the customer service team. Managers might also consider having more structured phone call guidelines (for example officers always checking leaseholders' contact details at the beginning of the call, in order to keep our records up to date and capture more phone numbers and email addresses; checking if the leaseholder has spoken to them or someone else in their team about the matter before, etc). Having customer service refresher training will be especially important for staff servicing more frequent surgeries.
- At present, some leaseholders do regularly come to Hambrook House to speak to HOS staff in person; however, others do not know this is an option, which creates an unfair disparity in access. I understand there is reluctance to advertise this option because of the lack of appropriate and private space in which to meet with leaseholders, but the current system is not consistent: either we should be open to the public for the whole working day and make this clear on all communications, or we should have specific surgery times advertised and not see people the rest of the time – and again, clearly communicate this. The lack of space is not ideal but is not an insurmountable obstacle: either we can advertise certain times as our open hours/surgery times and have a room booked for this (in Hambrook House or elsewhere – Olive Morris House or the Town Hall are not too far for staff to go for a few hours) or we can continue to see people in the reception area until HOS is relocated and ensure that the new office has an appropriate surgery space.
- We should also consider whether it is appropriate to have daytime surgery hours with HOS staff at other offices so as not to exclude those for whom Hambrook House is not convenient – for example, we could have a 9am-1pm leaseholders' surgery once a week in the North area office, once in Brixton, and once in the South area office. This would be in addition to evening surgeries, which potentially could be held twice a week in total (so two of the six areas covered each week, and each of the six areas having a surgery every three weeks). Again, crucial to the success and usefulness of these is ensuring they are communicated as widely as possible.
- After we start having daytime surgery hours and evening surgeries we can review their attendance and topics raised in a few months to gauge the need for these and adjust frequency and staff represented accordingly.
- Separate to STAR, there's a need to do more of our own surveys on specific issues and asking leaseholders for their opinions, feedback and priorities. People are more likely to opt in to a survey if they are told in advance it is only a few questions, so we can devise a variety of very brief online surveys on different topics and ask leaseholders to complete them at relevant points: for example, one on the section 20 consultation process shortly after consultation closes. Other useful survey topics could be the right to buy process and the

Appendix A

experience of new leaseholders after resales. Asking pertinent questions at appropriate times can help ensure we get useful feedback on what we can improve. Online surveys can also tie in to collecting email addresses so we can improve other forms of communication.

- We also need to be sure that when big mail outs are being sent or when any policies and procedures are changed, we are updating the contact centre and sending them a good quality brief so they are prepared for calls about it. Responsibility for ensuring this is done should lie with the HOS managers and briefings can be prepared with assistance from the Leasehold Community Engagement Officer.

IV. Communications

a. Current status of communication with leaseholders

- i. Currently, there is a lack of leaseholder-specific communications except those around major works consultations. There is not a newsletter or regular mailout to leaseholders. The information on the website is clear but some needs to be updated and there could be much, much more information available. Many common queries leaseholders are likely to have could be addressed via topical webpages and FAQs but we are not currently taking advantage of this easy way to disseminate information.
 - ii. The Communications team are keen to improve information available to leaseholders but need the cooperation of the Home Ownership Service to do so, as they can only publicise the information they are given.
 - iii. Communication preferences identified by leaseholders in STAR:
 1. Writing: 66%
 2. Email: 56%
 3. Phone: 47%
 4. Newsletter: 31%
 5. Open meetings: 24%
 6. Visiting us at an office: 17%
 7. Receiving a visit from us at home: 16%
 8. Text message: 14%
 9. Facebook and Twitter: 4% (combined)
- Conclusions from this?
 - Social media a less popular option than might be assumed – so probably not worth any gains that would be achieved by a big leaseholder-specific social media drive
 - There isn't actually that big an appetite for attending meetings – 76% didn't select this as their preferred option. It is appropriate to consider this in light of the amount of time and labour that is spent on organising public meetings, like the area forums. In the long run spending the majority of the Leasehold Engagement Officer's time on organising meetings that only serve needs of 24% of leaseholders is unlikely to achieve the increase in satisfaction and improved engagement we want to offer.
 - Newsletter and email were both among popular options – an e-newsletter could be very effective especially in terms of value achieved (keeping in regular contact, providing updates, improved perception of the service) vs the relatively low cost, time and effort required.
 - Most people only want to hear from us when they have to (evidenced by the preference for contact via letter or email, rather than public meetings or visits).

Appendix A

- We know 83% of our leaseholders have internet access at home so we need to be using email where possible.
- iv. A common – and understandable – leaseholder complaint is that the letters they receive from us, in particular with bills, are not clear or understandable. Sometimes this is because they have too much jargon and aren't in plain English; sometimes enclosed documents are referred to using different titles in the letter than that on the actual document, or aren't consistently numbered, which can make understanding a bundle of papers extremely confusing. Many in Home Ownership are aware of the problems and have worked on changing letters and documents to improve this, but there is still much more to be done. It's important to keep in mind that – although we have a lot of information to send out, and don't want to be patronising – we can't assume all leaseholders have a comfortable working knowledge of our service charge billing cycle or the difference between an estimate and actual bill, for example. So in all letters and responses to enquiries we need to give simple explanations and not assume more knowledge than we know someone has.
- v. We have a Homeowners' Handbook which has crucial useful information for leaseholders, but they are not currently given a copy as a matter of course at the point of sale or at any other time. This is being revamped by the HOS SIG at present and it is strongly felt in HOS that once this is rewritten and updated, it should be distributed to all leaseholders and going forward it should be sent to all new leaseholders when they buy a property. All of the content will also be easily accessed on the website.

b. Communications recommendations

- ➔ The Engagement Officer will lead on producing a regular e-newsletter to be sent to all leaseholders with email addresses. This will include updates on Home Ownership Services, questions and answers, short articles, useful information that may concern leaseholders, etc.
- ➔ This needs to be accompanied by a drive to collect email addresses: asking for updated contact information with all regular letters and bills, capturing emails through surveys and meeting sign in sheets and ensuring these are always updated on Northgate, etc. We can also consider having the call centre cold call leaseholders for whom we have mobile numbers but no email addresses to try and collect these, but they would need to be very well briefed to ensure that this is done in a way that doesn't further contribute to negative perception of the organisation, given the level of dissatisfaction with the contact centre and concerns that leaseholders have already raised about the data they collect.
- ➔ A paper copy of the latest e-newsletter can also be sent out with yearly bills and invitation packs to ALFs.
- ➔ As long as we are sending out paper invitations to ALFs, this is an opportunity to communicate with leaseholders and send them useful information, even if they are not able to attend the meeting itself.
- ➔ We also need to ensure ALF dates are being publicised on Twitter, on the Lambeth Council and Lambeth Living websites, on the online leaseholder forum, and in the Living Local magazine. There is a leaseholder section in Living Local, where we can include some of the same articles and content as in the e-newsletter, and list all upcoming ALF and Leaseholders' Council dates.
- ➔ We need to further the process of reviewing documents and template letters used by Home Ownership Services. To make sure these are appropriate and easily understandable, we need to consult leaseholders and seek their

Appendix A

approval on new templates before they are used. In order to achieve this, the Engagement Officer will be seeking leaseholders volunteering for a virtual document review panel. This can be done very simply: when we need feedback on a document, we send it to all the leaseholders on the panel via email, and those who have time send us their feedback which we can use to improve the document. Consideration can also be given to seeking feedback from the online leaseholders' forum when we need more views.

- Mark Howarth proposed we ask for leaseholder volunteers to check their bills before they're sent out to their whole estate. This got positive feedback at Leaseholders' Council in July, so we should start signing up volunteers to do this – it can be an e-newsletter item and can feature on the website.
- The Engagement Officer will be working with the Communications team to produce a revamped Leaseholder section of the Lambeth Living website. Part of this will focus on engagement – uploading minutes and meeting packs from the ALFs, asking for sign-ups to receive the leaseholders e-newsletter and storing archives of this, and sign-ups to participate in the virtual document review panel – and we can also improve, update, and add to the information already available about various leasehold matters online.
- The website can also be used to showcase short videos introducing our teams and explaining our processes. This would be particularly useful for explaining processes that have to follow particular steps, for example, the right to buy process and the section 20 consultation process.

V. Conclusion

a. Limitations and other considerations

- i. The recommendations in this report are primarily focused on leaseholder engagement that can be enacted by Home Ownership Services. These recommendations, therefore, do not fully address some of the other areas that cause the most dissatisfaction among leaseholders: the contact centre, the implementation of major works programmes, communal repairs, and estate services.
- ii. However, it is expected that colleagues in other teams will be apprised of the progress of the engagement strategy and will be expected to contribute, in particular in terms of providing information necessary for improved communications, and attending meetings and surgeries as required.
- iii. Buy in from the rest of the organisation is particularly important for surgeries and meetings, as a frequent complaint from leaseholders is that the officers they speak to at these are only 'taking away' their concerns but not able to actually address them or answer questions there and then – this is often because HOS staff service the surgeries but the majority of queries raised are about major works and repairs. So more frequent and accessible surgeries will only be successful if they are serviced by appropriate staff.
- iv. It is also important to ensure we engage with TMOs and with councillors. Once approved the leaseholder engagement strategy should be shared with councillors, and they should be kept updated about our ongoing progress and included in new communications to leaseholders such as e-newsletters and information packs sent out with ALF invitations.

b. Next steps

- i. Once the Board/SMT approve the above recommendations in principle, the Head of Home Ownership, the Leasehold Managers, and the Leasehold

Appendix A

Community Engagement Officer can work together to decide priorities and timescales of each.

- ii. Some items can be brought to next Leaseholders' Council (1-3).
- iii. Some will be for Leasehold Community Engagement Officer to begin acting on immediately.

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Matters relating to Major works carried out to Council owned stock in Lambeth and the impact on Leaseholders and Tenants
External Advisor draft Brief

Invitation to Tender

The London Borough of Lambeth is seeking to appoint a suitably experienced/qualified external advisor to ~~provide an Independent view~~report directly to the Leasehold and Tenants' working group for the next 12 months as per the deliverables noted in this brief

Executive Summary

Context

The Council is investing £490 m in bringing Council homes up to the Lambeth Housing Standard, (LHS) the latter being based on priorities expressed by Tenants and Leaseholders in 2012.

The ~~e~~Council is determined to ensure that ~~the~~ services ~~it~~ delivered ~~by the Council, and those delivered via~~ its Managing agent, Lambeth Living, and ~~the~~ contractors employed by both the Council and Lambeth Living provide offer Value for Money.

~~Where this is challenged,~~ the Council will ensure that ~~the services -related issues-~~ are pro-actively and independently scrutinised on an even handed basis ~~with, -so that services are critical assessment from initial planning to completion validated -as against professionally determined -offering-~~ VFM criteria. This will be done to protect the public interest, ensure financial probity and technical appropriateness of major works proposals. The outcome will be to deliver major works projects to the highest standards for the lowest cost in the most appropriate and reasonable manner that will improve and protect the condition of the housing stock for the benefit of ~~for~~ all of Lambeth's Tenants and Residents.

Where there is a need to do so, service delivery will be changed.

Role Requirements

The role is for a RICS qualified person to work ~~with~~for Leasehold and Tenants' representatives-, as an Independent advisor to them to scrutinise Major Works proposals for all projects currently underway and proposed by Lambeth Council/Lambeth Living and their contractors across Lambeth. The overall purpose is to assess whether the technical proposals are appropriate in terms of actual requirement and in terms of whether the proposal is suitable for the needs identified and assess whether costs assessed are reasonable for the work identified.

For the purposes of this initial exercise, the scope of this review will be limited to those Estates where the total Major Works activity is currently scheduled to exceed £1 million or where individual leaseholder costs are estimated be more than £4,000.

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

The independent expert will undertake the following duties:

1. Review the technical assessments for all Major Works projects (as limited above) currently underway and proposed to identify whether the works are necessary and solutions proposed (scope of work and methods of undertaking work) are appropriate.
2. Assess whether the costs being proposed are reasonable or whether the work could be undertaken more efficiently and effectively by alternative means.
3. Present all residents on each Estate affected by Major Works with a document written in plain English explaining what his findings are and present a summary of these documents to Leaseholder Council and Housing Council identifying in each Major Work project where his/her recommendations differ from the original proposals and what cost implications arise.
4. Attend meetings on each affected Estate, on request, to explain what works will be done and what are the costs and other implications are likely to be.

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~~provide professional advice in relation to the issues relating to the issues noted in the report to Lambeth's cabinet July 2014 and Leasehold Action Plan v4 (LAP), and other appendices. The submission must be able to demonstrate that the consultancy can meet the following key areas:~~

Deliverables

- ~~•to attend quarterly meetings of the Tenants and Leasehold council – 8 per – and support Leasehold and Tenant nominees , to understand and engage in the delivery of tasks within the Leasehold Action Plan~~
- ~~•demonstrate a clear understanding of the contractual issues relating to the delivery of major works and be able to review the impact of this on Leaseholders and tenants relating to VFM, and the consultation process relating to bills which they have to pay~~
- ~~•to provide observations on the LAP, tasks, progress, performance and outcomes;~~
- ~~•To support the development of a quarterly audit of task and outcomes within the LAP.~~
- ~~•To develop a consensus between Residents, LBL and the Council on LAP outcomes~~

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Terms of Contract

The council requires consultants to supply a fixed fee contract to cover all activity and advice.

This fee must include all costs involved or incurred in providing the service e.g. disbursements, travel, telephone, attendance at evening meetings etc.

Quotations should include preparation for and attendance at all necessary meetings, which are envisaged to comprise [insert here the number of Estates affected by Major Works over £1

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

~~million/leaseholders are currently expected to pay more than £4,000]8 quarterly meetings and 8 preparation meetings.~~

-

Submission Requirements

Tenders are by way of a verbal presentation to a special meeting of leasehold and tenant representatives and ~~you~~ should cover how ~~the bidder you~~ would use ~~their your~~ professional skills to address areas listed above.

Tenders will be assessed 60% quality and 40% price. The lowest priced tender will receive the highest possible score of 40%. The remaining bids shall receive a percentage score relative to the lowest priced tender.

Queries can be raised with;
Sumitra Gomer- Lead commissioner, Housing Commissioning, - London Borough of Lambeth
SGomer@lambeth.gov.uk

Appendices:
Report to Cabinet 14th July and appendices
Revised Leasehold Action Plan v4

-

Leasehold Executive Meeting 20th October 2014

This report is normative in the extreme and cannot be relied upon to convey accurately either the current situation or the future way forward.

The Leasehold Working Group Report should be consulted for appropriate language, situation and recommendations. Leader of Lambeth Council, Lib Peck, emailed on 21 July 2014 to say that this would be taken into account and tested in the same way as the JTF report but this has not been done. Until this has been done, in particular, its major recommendation of appointing an independent surveyor to assess major works currently underway/imminent and planned, the rest of this document cannot be verified or commented upon. Indeed, this type of document should not be produced by Lambeth Council but by the independent expert him or herself.

The contents of this document cannot, therefore, be accepted.

Improving the delivery of Major Works schemes

Report Author Cedric Boston Director of Housing Services Lambeth Living

Contact for enquiries: Cedric Boston ext 63507

Report summary

Lambeth Living manages 30,000 properties and more than half of these will be affected by the LHS major works programme. Both tenants and leaseholders pay for major works, the former in their rent and the latter through service charges. The average cost of major works bills has increased from £4,000 to £8,000 because of the LHS programme and this has fuelled calls from residents for more information, explanation and involvement in how major works are planned and delivered. Residents want reassurance that their money is being well spent.

The Council responded these needs by setting up a Task and Finish group to examine the key issues and make recommendations to rebuild resident confidence. The Group was, chaired by the previous Cabinet Member for Housing and Regeneration, Councillor Pete Robbins and included Council staff, representatives from Leasehold Council and Lambeth Living.

The Group produced a report with 40 recommendations and the Leasehold Action Plan was agreed, whilst noting that it would be updated to include performance outcomes and would also address the report from the Leasehold working group. it was subsequently agreed by Cabinet that Lambeth Living would work to implement them where possible. Leaseholders and Tenants have been asked to advise on An action plan was prepared and at the process has been agreed to allow both tenants and leaseholders to monitor progress.

Comment [t1]: I have yet to see any leaseholder bills at this low level. The range of costs on Wyvil Estate are currently £17,000 to £30,000. This was one of the drivers for action but it is the cause of these high prices that is the focus of leaseholder discontent. Leaseholders identified that the systems used by LL and Lambeth Council to undertake Major Works (and maintenance) are highly ineffective and waste huge amounts of money. This has been independently and professionally confirmed.

Comment [t2]: You would be better informed on what happened if you referred instead to the introduction to the Leaseholder Working Group Major Works review. The only reason that Lambeth Council responded at all was that Leaseholders took the matter to full Council and the Housing Minister with overwhelming evidence of incompetence and financial complacency/lack of control.

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

There will also be a report back to Cabinet who are expecting to see LL make improvements in resident satisfaction with major works during the residual life of LHS.

The main criticisms of the conduct of major work schemes that the recommendations are designed to address are:

1. Inadequate communication with and information to residents about the works to be undertaken, the reason for them and the veracity of option appraisals.
2. Providing limited opportunities for residents to be involved in the major works process, especially the desire of some residents to be involved in the early stages when works to their blocks are being decided.
3. A perception that LL is not sensitive to the needs of residents, and consequently is not motivated to obtain value for money, to justify costs or to explain why and how their money is being spent
4. Scepticism about who controls the work programme and the quality of work this is able to achieve. Most of this has been fuelled by bad experiences, some recent but most in the past before LL even existed

Lambeth Living has welcomed the Groups recommendations because it believes the trust and confidence of residents is essential for the LHS programme to run smoothly. We are intent on meeting the Cabinet's challenge to improve the service to residents and to working with residents until this is achieved.

The action plan in appendix 1 shows we have made substantial progress implementing the recommendations. 33 of them have already been completed and we are confident most of the remainder will be implemented by 31st March 2015.

Finance summary

Costs relating to the delivery of the Lambeth Housing Standard are met through the agreed Housing Capital Programme. Leasehold major works service charge income is factored into the HRA Business plan.

Lambeth Living is expected to recover £50m from leaseholders for LHS works. The capital is borrowings funded from the rental stream. This is no easy feat. We can make collection easier by helping residents to feel more informed and involved with the works and satisfied they represent value for money. The capital is made available from borrowing funded by the rental stream

Recommendation

- (1) To agree the updated Leasehold Action Plan in appendix 1
- (2) To agree the proposal to pilot the employment of a technical consultant to support residents in high cost schemes as proposed in paragraph 3.5
- (3) To agree the revised consultation process in appendix 3

- (4) To agree the approach to warranties, guarantees and receipts explained in paragraph 3.3.1
- (5) To agree the mini tendering exercise for M&E works proposed in paragraph 3.2
- (6) To note the pain/gain mechanism has been substantially re-engineered out of the process as stated in paragraph 3.2
- (7) ~~To endorse the decision not to press for the re-tendering of all LPC contracts at this stage as recommended in paragraph 3.2~~
- (8) To agree the system for monitoring and measuring performance and the outcomes from the implementation of this plan as presented in paragraph 3.1

1 Context

- 1.1 LL is in year 3 of implementing the delivery of the Lambeth Housing Standard, this is the largest investment that the Council has ever made in its housing stock. Approximately £490 m will be spent to bring all homes up to the Lambeth Housing Standard (LHS). The Council believes the programme can make a key contribution to achieving its “community outcomes”, in particular, to enable Communities to feel safer and more resilient, with residents having more opportunities for better quality homes.
- 1.2 Challenges to LL’s delivery of the major works programme started last year. leaseholders faced with very high estimates started to complain about poor information, inadequate consultation and the over-specifying of works. In part this was due to leaseholder’s expectations changing after they understood the impact the LHS works would have on them and their finances.
- 1.3 While LL was endeavouring to meet these challenges Lambeth Council recognised leaseholder’ concerns and the former Cabinet Member for Housing and Regeneration commissioned a ‘Joint Task & Finish Group’ to review the service. The JT&FG was chaired by the former Cabinet Member for Housing and Regeneration and also included the former Cabinet Member for Community Safety, officers from the Council, Lambeth Living, 3 leaseholders nominated by the Leasehold Council and an Independent expert appointed by the Group .
- 1.4 During January to April 2014, the JT& FG considered the whole major works process including

- The Contracts, contract procurement, *Qualifying Long Term Agreements (LTAs), drawing down contracts from LTAs, Contract Specifications, programming and the Pain/Gain mechanism,
- The process of consultation and the quality of information and communication with residents over major works ,
- The Interim Billing process and the utility of the Council's, repayment options,
- How to deliver better value for money and to demonstrate this to residents.

2 Key Findings and conclusions

- The Council and LL need to revisit and renew the existing procurement arrangements and contractual arrangements not least the pain/gain mechanism.
- Major works schemes had to demonstrate value for money. This is a key issue for leaseholders and needs to be a priority for all staff involved in delivering the work programme. LL has to show value for money in an open, transparent and auditable process.
- LL needs to rebuild the trust and confidence of residents in their ability to deliver major works programmes paying equal regard to their interests. There were a number of projects, notably Wyvill, Whitgift and Larkhall that gave rise to concerns about delivery in terms of quality, value, costs, and time, and the effectiveness of the arrangements for monitoring and managing of the consultants and contractors.
- There is a desire from residents for more meaningful engagement in the delivery of major works schemes that LL should strive to accommodate. This particularly includes being involvement from the very beginning when options are being considered and being given information that empowers them to contribute to the decision making.
- The Repayment options and interim billing arrangements appear fair and reasonable when considered against the leases. LL needs to ensure they are properly explained to residents so they can make informed decisions, and executed.

3.0 Lambeth Livings response and progress with the action plan

LL is committed to putting residents first and so has embraced the action plan and has already implemented a large number of the action points. Below is a summary of the issues outstanding that we need to decide

3.1 Measure the success of the plan

Progress with the plan will be monitored on a quarterly basis and the Cabinet wants to see resident satisfaction with major works increase as a result of the change being made.

LL is proposing two ways of measuring the success of the plan and providing reassurance that the agreed LAP will be delivered. the T&FG promises to residents

~~are being delivered.~~ The first is to have performance targets and indicators (PIs) for each of the actions in the Plan. The proposed PIs are in the final column of the revised Plan for agreement. .

Secondly the plan is mainly about improving the customer experience and raising their perception of the service. These are outcomes that it is difficult to measure except through regular customer surveys. We would also need a baseline to compare ourselves against and highlight improvements. The current major works customer surveys carried out by the contractors is unsatisfactory for various reasons. It is therefore proposed firstly to set a baseline by carrying out a survey of leaseholders who had major works prior to the T&FG recommendations. Thereafter to conduct new independent surveys of customers for every scheme completed after the Action plan has been implemented. By comparing the new surveys with the baseline results we will be able to determine whether or not the service to customers is improving. The baseline year will be 12/13. The new surveys will be of schemes completed in the 14/15 programme. The survey will cover a number of issues such as satisfaction with the quality of work, opinions on value for money and how well residents felt they were consulted, informed and involved. By comparing future satisfaction with the baseline year our stakeholders will be able to see the service improve as a result of the T&FG action plan.

3.2 Contract Procurement

The Group recommended re-tendering all the LPC contracts.

~~A service delivery group has been considering the delivery of all LPC Responsive repairs and other services and are proposing that all LPC work streams should be re-tendered by 2017 using the intervening period for an analysis of what is required and how services should be delivered and work packages structured. Residents will be updated on the outcome of the suggested approach and will be involved in this process.~~

~~*This would be a mammoth task and many of the contracts cover services that have little to do with major works such as estate cleaning and grounds maintenance. The LPC contracts have only three years to run and the Council/LL will have to start the procurement process next year in any case. The first stage of this that is due to begin in 15/16, is a feasibility study which among other things will help us determine whether or not to extend the contract for three more years. In addition LPC contracts for repairs and maintenance in the south area will be re-tendered within the next 18 months. If this demonstrates that better VFM can be obtained from the market this will influence the decision on the remaining areas. For these reasons it is not proposed to re-tender all the LPC contracts.*~~

The T&FG were most concerned about VFM for M&E works because the other work streams were re-tender last year resulting in a 30% saving. The

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Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

recommendation is that M&E work is also retendered. We do not think there is sufficient time to do this thoroughly because re-procurement will take at least nine months and there is only two years of the programme remaining. However in place of the recommendation we propose to reduce the cost of M&E works and increase VFM in three ways:

- 1. Instead of the contractors producing the detailed specification this will be done by the consultants. This change engineers out the “design and Build” aspects of the contract which has led to above average contingency sums.*
- 2. Once we have produced the specification the costs will be benchmarked to determine a fair price.*
- 3. The three contractors will engage in a mini tendering exercise. This means instead of the contractors attached to an area being guaranteed to receive all work in that area, work will be allocate to the contractors who tender the best price/quality in the min tender exercise.*

3.3. Pain and Gain

Five of the recommendations related to improving the pain and gain mechanism in the LPC contracts. ~~In 2010 when the contracts were agreed LL needed to manage both the risk of inadequate investment in the stock for two decades and a condition data base that had not being maintained. The pain/gain mechanism seemed an appropriate solution to this problem because it meant the contractors carried the risk of additional works.~~

~~The operation of pain and gain was considered by the Task and Finish group. In practice pain/gain has not worked as expected. There has been no instances of “gain” so far, and allowing the contractors to stipulate relatively high contingency sums meant they could mitigate the risk (pain) of under-specifying the works.~~

However the changes explained above have more or less engineered pain/gain out of the process even though it remains in the contract. ~~This will be explored with Residents involved in monitoring the LAP through the Independent advisor.~~

~~In producing the specification ourselves Lambeth is effectively taking back the risk of needing more work and the contractors will be less inclined to innovative to generate savings when they are presented with a detailed specification.~~

3.4 Consultation

LL has implemented a number of measures to improve our engagement with residents over major works. In particular:

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3.4.1 Information

The HOS team in LL has employed a resident communication and engagement officer. She has already reviewed all the information we send to residents to make sure it is legible and appropriate. She is also developing a protocol for leasehold forums to ensure they become good communication vehicles for major works.

We are considering ways to give residents access to information relating to warranties and guarantees. We propose this is only appropriate once the work to their estate is completed and they have made final payment of their service charges. Furthermore it may not be feasible to send every resident a copy of the relevant documents as these could be quite detailed. However we may be able to make them available electronically.

We are working to enable the system to automatically generate a receipt for major works when the final payment is made.

3.4.2 Consultation

There is a revised consultation process that was implemented in April. See appendix 3. Among other things it ensures we start involving residents while we are developing the proposal for their block/estate. They will receive the stock condition information and we will meet with them to consider the options.

Lambeth Living are implementing revised data bases during 2014/15, relating to Asset Management and Leasehold management and we will consider how to make information more widely available and specific to both block and locality through these systems and the internet.

3.4.3 Communication

We are committed to continue talking to residents about improving the service. We will report back regularly to the Leasehold Council on progress with implementing the Plan and furnish the working group with sufficient and timely information to enable them to monitor our work tri-annually..

3.5 Interim billing and Repayment Options

All the recommendations on interim billing and the repayment options have been completed though residents will not experience them until after we have started the 2014/15 s20 consultation process in November this year.

3.6 Value for money

The main recommendation other than the re-tendering of the contracts and supervision of pain/gain was that a sample of 10 or so major works schemes were examined in detail each

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

year by the resident working group with the support of an independent technical consultant employed by LL.

Our view is that that ~~whilst we have used feedback from past experiences to refine our processes as noted in 3.1 above, we should move forward to a position where a post-mortem approach is less useful to the parties and less likely to enhance customer satisfaction because damage to relationships cannot always be corrected retrospectively.~~ It is more advantageous to enable customers to raise issues and have them addressed in sufficient time to make a difference. We propose that we pilot an alternative arrangement which is summarised below:

1. The residents for schemes where the works will costs in excess of £10k per capita and/or present various complicated solutions will have to option of working with a “value for money” Technical consultant early in the decision-making process..
2. If they decide to take up this option the Technical consultant will be employed by LL to work with and on behalf of residents develop their own ideas, reach agreement on a preferred solution and to present their proposals to LL
3. Any proposals made will be seriously considered by LL

We believe this proposal will better help to improve the relationship between the Council, LL and residents, potentially making a useful contribution to the major works option appraisal process that could benefit all parties and engender trust. If the residents come up with a better option than the one being proposed by LL both the Council and tenants would gain. Conversely if they are unable to improve on what is being proposed they should have more confidence in LL’s conduct of the works.

The pilot would involve 5/6 schemes over the next 12 months. We can decide what to do with this proposal once we have the results of the pilot.

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

LEASEHOLD ACTION PLAN (LAP) REVIEW OF MAJOR WORKS PROCESSES

Service area:	DELIVERY OF <u>RESIDENTS' LEASEHOLD SERVICES</u>
Date:	<u>23 OCTOBER 2014</u> - August 2014

1.0	PROBLEM DEFINITION
1.1	The Council has acknowledged Leaseholders' valid concerns regarding a number of issues related to <u>Major Works programmes/processes and maintenance and repairs processes leasehold management services</u> managed by Lambeth Council, Lambeth Living and its agents.
1.2	<p><u>Leaseholders pressed for a review of these processes and provided unequivocal evidence of widespread bad practice. After a presentation to full Council and involvement of the Housing Minister and the GLA, Lambeth Council responded to Leaseholder Council's decision to set up a Working Group on this matter by setting up their own Working Group which they called a Joint Task and Finish Group (JTF). It was Chaired by the previous Member for Housing and had three leaseholders as part of its membership. Separately, the Leasehold Council Working Group undertook its own review.</u></p> <p><u>The JTF report was not accepted by Leaseholders. While it was acknowledged that it took an important step in acknowledging the serious nature of the problems identified and took some small steps towards addressing some of them, it was felt that it did not address the majority of the very serious problems identified. The Leaseholder Working Group built on this first step JTF report and submitted its own report (the LWG report) which included evidence from two highly experienced independent professional experts.</u></p> <p><u>Leaseholders wanted and expected this report to be taken as the successor to the JTF report and used for the review of Major Works Processes. They were very disappointed when the Leader of the Council appeared to decide, in the face of the evidence, that the JTF report would be used to populate what was referred to as a 'Leaseholder Action Plan' but which in fact is a review of Major Works. Lib Peck subsequently wrote to Leaseholders on 21 July 2014 to say that this was not the case and that the Leaseholder Working Group report would be fully included in this document.</u></p> <p><u>A review was commissioned by the Council, where key issues of concern were considered by a Joint Task & Finish (JT&F) group, chaired by the previous Cabinet Member for Housing and Regeneration.</u></p>
1.3	<p>The Council has acknowledged leaseholders' valid concerns regarding a number of issues relating to the delivery of leasehold management services and resolved that in order to <u>regain the trust of Leaseholders</u> the following must be delivered:</p> <ul style="list-style-type: none"> • Actions taken to deliver and evidence value for money through the delivery of major works <u>and maintenance</u> • Ensure that <u>appropriate scope of</u> works <u>is</u>are carried out to a <u>high</u>good standard evidenced through <u>technical inspection</u> <u>improved satisfaction</u> • That the ability of leaseholders to pay service charge bills was aided through repayment options tailored to meet their personal circumstances
2.0	ANALYSIS OF PROBLEM
2.1	See attached Cabinet report and appendices.

Comment [t1]: it is not about regaining trust as an isolated activity but about demonstrating actual real change to the way in which Major Works and Maintenance are planned, implemented and monitored. Trust will arise as a result of actions taken over time. It is not a question of getting the atmospherics right.

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

3.0	PROBLEM SOLUTION AND KEY ACTIVITIES
3.1	Deliver LAP:
3.1.1	The Council has defined this document LAP as carrying the same status as a Remedial Plan, as set out within the Management Agreement, where performance management actions are detailed in paragraphs 4.5 and 4.6 of the Cabinet report.
4.0	SUMMARY
4.1	This review of Major Works Processes Leasehold Action Plan (LAP) developed by Lambeth Living responds to the recommendations of the JT&F Group as amended and updated by the LWG report, and subsequent consultation feedback from Leaseholders. This will be monitored against detailed outcomes currently being developed.
4.2	Some improvements to the way in which the Leasehold service is delivered as set out in the LAP, are currently being implemented. Improvements as recommended have not yet been implemented despite continuous strong pressure from Leaseholders to do so.
4.3	The Council, Leaseholders and Tenants supported by an Independent expert, will monitor delivery of the LAP and how improvement actions are responding to their concerns through monthly client monitoring meetings and quarterly Leaseholder and Tenants' Council meetings. A full review of Major Works projects with an individual value of more than £1 million per Estate or with an expected cost to individual residents exceeding £4,000 will be undertaken by an independent expert. This is to ensure that the work proposed is actually necessary, that the scope and method proposed for any necessary work is appropriate and the cost appropriate. Given the evidence so far gathered from independent surveys of this type, this approach is likely to be cost positive because it will generate significant savings for Lambeth Council, Lambeth Living and all residents. It is the only way to ensure full financial and technical probity given the unfortunate position of having been tied into Long Term Qualifying Agreements with contractors that do not give an opportunity for competitive tendering.

Appendix 1

PLEASE FIND ATTACHED THE LAP REPORT

Lambeth Living has taken considerable actions to improve the delivery of Leasehold services, with many actions implemented from April 2014. The full details are included in the Leasehold Action Plan at the end of this document. However, in summary this includes 40 recommendations, over 6 categories with outcomes and performance measurements:

Recommendations relating to LTQAs and value for money:

Outcomes	Performance Indicators
<ul style="list-style-type: none"> Value for Money Efficiency saving within HRA Increased satisfaction 	<ul style="list-style-type: none"> Evidence of lessons learnt <u>and multiple sources of independent expert advice that this is the wrong mechanism for Major Works and large scale maintenance programmes. These will be terminated as soon as possible.</u> Undertake <u>much closer monitoring of major works at all stages from planning</u>

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

	<i>through implementation to completion bigger sampling of post inspection checks by independent technical experts to mitigate problems identified.</i>
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Recommendations relating to the Pain/Gain Share Mechanism:

Outcomes	Performance Indicators
<ul style="list-style-type: none"> Value for Money Increase in Leasehold and Tenant satisfaction 	<ul style="list-style-type: none"> <i>This should be phased out with LTOAs. A better system of estimating and validation should be undertaken prior to the start of works to identify action scope. This will remove the need for Pain/Gain. There will be an agreed accurate quote and that will be binding on all parties. Until LTOA is removed, an independent survey should be undertaken of work scope to validate actual scope, removing the need for pain/gain. On Wyvil Estate, this has led to huge reductions in scope.</i> <i>Mystery shopping resident satisfaction</i> <i>Monitor sample post LHS inspections</i> <i>Monitor LHS efficiency savings</i>

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Recommendations relating to communications and involving ~~leaseholders~~ residents:

Outcomes	Performance Indicators
<ul style="list-style-type: none"> Increased satisfaction Reduces amount of queries raised Staff time resource reduced 	<p><i>Provide all residents with a plain English document prepared by an independent expert stating:</i></p> <ul style="list-style-type: none"> <i>expert views on scope of work needed in their Estate, Block and Flat</i> <i>To sample check % of surveys on a quarterly basis</i> <i>expert views on why this work is needed, what standards they should expect and how long it will take</i> <i>expert view on costs likely to arise and impact on rent and service charge (this will need to be done in liaison with Lambeth)</i> <i>Major Works to be planned in phases with an independent expert signing off work done to that stage with residents involved in the validation process that the expert undertakes</i> <i>Billing cycle to start when works are validated at the end of the first phase of work and continue through the phased process with a 10% retention for one year when the final validation is received from the independent surveyor.</i> <p><i>Sample test consultation on a quarterly basis</i></p>

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Recommendations relating billing and repayment options:

Outcomes	Performance Indicators
<ul style="list-style-type: none"> Leasehold satisfaction 	<ul style="list-style-type: none"> <i>Need to link billing to quality of work</i>

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

<ul style="list-style-type: none"> Maximise income collection 	<ul style="list-style-type: none"> <u>and date on which it is completed.</u> <u>. Accurate initial estimates via initial scope, process and charging validation by independent experts provides better certainty for all on what costs are likely to arise.</u> <u>Variations in scope or price to be agreed with independent experts before work proceeds.</u> <u>Billing starts at end of first phase when validated by independent expert in conjunction with residents (see above).</u> <u>Payment options retained and right to take disputes to Court if necessary.</u> <u>Resident Leasehold council to monitor all communications are correct on a quarterly basis</u> <u>Leasehold reps to sample check % of bills and correspondences</u>
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Recommendations relating to delivery:

Outcomes	Performance Indicators
<ul style="list-style-type: none"> Improved <u>customer experience quality and speed of work</u> <u>Lower costs</u> <u>On-going improvement to services</u><u>Improved quality of housing stock</u> 	<ul style="list-style-type: none"> <u>Independent expert to be appointed immediately to undertake full analysis of all current and planned Major Works projects as detailed above.</u> <u>Assess recommendations from independent expert against original proposals and take decisions on how to implement Major Works based on best value for money and most appropriate technical requirements and highest possible standards</u><u>LL to evidence timetable of implementation</u> <u>STAR satisfaction survey for improving satisfaction</u>

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Recommendation relating to the Independent Expert:

Outcomes	Performance Indicators
<ul style="list-style-type: none"> <u>Must be technically competent and experienced and must be fully independent of Lambeth Living and Lambeth Council</u> <u>Leasehold/Tenants feel supported to test delivery of LAP</u> <u>LBL/LL gain trust of residents</u> 	<ul style="list-style-type: none"> <u>Scope to be agreed with Leasehold/Tenant Council</u>

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REVIEW OF MAJOR WORKS PROCESSES LEASEHOLD ACTION PLAN

Key:

Recommendation Task No. – The no. of the recommendation to be carried out

Recommendation from the T&F Group/LWG – The recommendation to be carried out

Lead Manager - Person responsible for ensuring action is completed to timescale

Completion status – indicator to outline progress

Action – Course of action suggested by Lead Manager from Lambeth Living

KPI – Key Performance Indicators from the LHS and LPC contracts. Appendix 2 shows more detail for each KPI

Outcome – Outcomes suggested

How to Measure – Course of action and comments on how to achieve and evidence outcome

THIS DOCUMENT IS INCOMPLETE AND OUT OF DATE. IT REFERS ONLY TO THE JTF REPORT WHICH COUNCILLOR PECK AGREED ON 21 JULY 2014 WOULD BE SUPPLEMENTED BY THE LWG REPORT. THERE IS NO SIGN THAT THIS HAS HAPPENED.

PLEASE THEREFORE SET THIS VERSION ASIDE AND LET US NOW TAKE APPROPRIATE ACTION TO ADDRESS THE REAL ISSUES RATHER THAN GET BOGGED DOWN IN ADMINISTRATIVE PROCESS. TOO MUCH MONEY AND IMPORTANT MAJOR WORKS ARE UNDERWAY TO COUNTENANCE FURTHER ADMINISTRATIVE DELAY.

ACTION POINT ONE:

APPOINT INDEPENDENT EXPERT:

PURPOSE: ASSESS ALL MAJOR WORKS PROJECTS AS STATED ABOVE TO ENSURE PROPER SCOPE, TECHNICAL PROCESS AND COST ARE USED.

ACTION POINT TWO:

REFLECT THE REVISED SCOPE AND FIGURES IN PLAIN ENGLISH TO RESIDENTS CONCERNED AND GIVE THEM ACCURATE ESTIMATE OF COSTS

ACTION POINT THREE;

INSTRUCT CONTRACTORS TO COMPLY WITH NEW SCOPE AND QUALITY STANDARDS

ACTION POINT FOUR:

INDEPENDENT SURVEYOR TO MONITOR WORKS REGULARLY BUT UNEXPECTEDLY FOR QUALITY, SPEED OF WORK, EFFICIENCY AND EFFECTIVENESS

ACTION POINT FIVE:

ANY REVISIONS TO ESTIMATE NOTIFIED AND BILLING TO START AFTER FIRST PHASE OF MAJOR WORKS COMPLETED AND SIGNED OFF BY INDEPENDENT EXPERT IN CONJUNCTION WITH RESIDENTS CONCERNED.

NOTES:

THE INDEPENDENT EXPERT TO BE SHOWN THE CONCERNS AND RESPONSES BY RESIDENTS AND LAMBETH COUNCIL/LIVING TO ENSURE ISSUES SUCH AS WITH WATER PRESSURE ARE PROPERLY IDENTIFIED AND RESOLVED.

OTHER PRESENTATIONAL AND ADMINISTRATIVE DETAILS SUCH AS GUARANTEES, WARRANTIES AND INFORMATION ON RECEIPTS CAN BE PICKED UP SEPARATELY.

THE NAME OF THIS DOCUMENT SHOULD BE AMENDED TO REFLECT ITS TRUE NATURE: 'REVIEW OF MAJOR WORKS PROCESSES'

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Document Control

Document name	Version no.	Amendments made	Date approved
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Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Leasehold Action Plan (LAP)	Version 4.0	Outcome of LL amendments – monitoring meeting 18/9/14	
Leasehold Action Plan (LAP)	Version 3.0	<ul style="list-style-type: none"> - Outcome of 05/08/2014 meeting as identified by LBL - Inclusion of Appendix 2, detailed breakdown of KPI's 	13/08/2014
Leasehold Action Plan (LAP)	Version 2.0	<ul style="list-style-type: none"> - Exclusion of the comments column - Inclusion of the KPI, Outcome and How to Measure columns - Includes main reports from LWG Vassell report - Report set out in RAP format and presented to LL and Leasehold and Tenants Chair on 05/08/2014 	05/08/2014
Leasehold Action Plan (LAP)	Version 1.0	Original Cabinet report	14/07/2014

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
Recommendations relating to LTQAs and value for money :						
1	Current contracts based on the existing LPC target costs should be re-tendered, or at least market tested to ensure all leaseholders benefit from the 30% savings. If these contracts are not to be re-tendered then Lambeth Living must demonstrate value engineering for all M&E contracts and to draw up measures as to how this will be achieved;	Jacqui Alexander	Done	The LPC contracts cover a wide range of services many of which have no bearing on LHS works costs. For instance estate cleaning and day to day repairs. There are no plans to re-tender the non LHS contracts early because they are still considered to represent reasonable VFM and have only three further years to run. The same is true of the M&E works. The remaining LHS works are now covered by the new contract tendered in 2013. However the LPC contracts in the South area have to be re-tendered in the next 18 months and the feasibility works needs to start soon. It is therefore proposed to leave the contracts covering the North and Central areas as they are pending the outcome of the South area contracts procurement. . The result will help to inform our decision whether	- VFM, Lower Bills for Leaseholders - Efficiency Savings in the HRA - Increased satisfaction	Results of the mini tendering to show lower costs in comparison with previous years It is proposed to carry out independent customer satisfaction surveys on all future schemes using 12/13 schemes as the baseline - 360o KPI 1a – Client satisfaction with the contractor in terms of the efficient and effective operation of the programme 360o KPI 1b – Client satisfaction with the consultant in terms of the efficient and effective operation of the programme

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completi on Status	Action	Outcome	How to Measure
				<p>to retender all the remaining contracts earlier than we need to. In the meantime we can do most of the LHS work under the recently tendered contract except for M&E works. To improve VFM with M&E schemes we have made two changes. Firstly we will test the price of work for each scheme against BCIS and the market to determine a benchmark cost. Secondly instead of being guaranteed work, the existing contractors will have to compete with each other and against the benchmark for every scheme in a mini tendering exercise.</p>		
2	<p>If soft market testing indicates that costs are lower than LPC Contract rates for M&E, then Lambeth should re-tender. For all other areas they should market test;</p>	<p>Jacqui Alexander</p>	<p>In progress</p>	<p>LPC contracts under procurement. contractors costs benchmarked .</p>	<p>VFM, Lower Bills for Leaseholders - Efficiency Savings in the HRA - Increased satisfaction</p>	<p>Residents involvement in LPC procurement process</p> <p>Results of the mini tendering to show lower costs in comparison with previous years</p> <p>It is propped to carry out independent customer satisfaction surveys on all</p>

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
						future schemes using 12/13 schemes as the baseline - CKPI 1 Cost Predictability - 360o KPI 1a – Client satisfaction with the contractor in terms of the efficient and effective operation of the programme - 360o KPI 1b – Client satisfaction with the consultant in terms of the efficient and effective operation of the programme
3	Lambeth to consider employing a specialist resource, to demonstrate value engineering in M&E and other contracts;	Jacqui Alexander	Not done	Lambeth Living already employs consultants who have specialists in value engineering. Employing additional specialists to oversee the work of the current specialists would not be VFM. However we will improve the project and option appraisal reports so that they set out the VFM option in more detail and there is thorough justification for the options being recommended. Alternative proposal of employing a VFM	Efficiency Savings within the HRA Lower cost MW bills Higher customer satisfaction	Survey showing increasing customer satisfaction with VFM No. of complaints about the quality of the stock condition report and veracity of the technical advice received from consultants - 360o KPI 1a – Client satisfaction with the contractor in terms of the efficient and effective operation of the programme - 360o KPI 1b – Client

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
				consultant to work with residents in high cost schemes to be discussed with the Working Group.		satisfaction with the consultant in terms of the efficient and effective operation of the programme
4	Contingency fees should be capped at 4-7% while Cost Inflation should be set at the current agreed rate for the lifetime of the present contracts;	Jacqui Alexander	Done	<p>When estimating the cost for a scheme there is always uncertainty as to the work conditions or amount of work required. The contingency is the estimated cost to cover for this uncertainty. If the actual situation is better than feared the contingency will be unused and the costs reduced accordingly.</p> <p>Contingency "refers to costs that will probably occur based on past experience, but with some uncertainty regarding the amount. The above average Contingencies were connected with the previous "design and build" arrangement. As the prices were prepared based on an outline specification the contractors increased the contingencies to mitigate their risk. Now that we have changed the process so that our own consultants produce the specification</p>	VFM	<p>Percentage of schemes where contingency fees exceed the average</p> <p>Contingency fee to be in line with present contracts, and evidenced</p> <p>- 360o KPI 1a – Client satisfaction with the contractor in terms of the efficient and effective operation of the programme</p>

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completi on Status	Action	Outcome	How to Measure
				after a detailed investigative survey, we would expect contingencies to be kept to a minimum and do not envisage them being higher than the recommended cap level		
5	The procurement process appears to have been carried out appropriately; however Leaseholder representatives raised concerns about Mears, given the current employment tribunal case, notes that the Council has commissioned Internal Audit to investigate the allegations and requests that Lambeth Council act decisively if this process finds wrong-doing;	Jacqui Alexander	Done	At present there is no evidence that Mears have done anything that would affect its work on Lambeth contracts. We will monitor the situation and if it changes we will carry out a full inquiry and take appropriate action.	Contract probity validated	

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
6	That Lambeth work with leaseholders and tenants to improve long term supply chain management following the conclusion of the LHS.	Jacqui Alexander	Not progressed	Residents to consider current supply chain management processes. Once the LHS programme has concluded, a working group will be set up in consultation with both leaseholders and tenants.	- VFM - Efficiency savings	<ul style="list-style-type: none"> - 360o KPI 1a – Client satisfaction with the contractor in terms of the efficient and effective operation of the programme - 360o KPI 1b – Client satisfaction with the consultant in terms of the efficient and effective operation of the programme - 360o KPI 3c – Contractor satisfaction with supply chain (Kitchens) - 360o KPI 3d – Contractor satisfaction with supply chain (Windows) 360o KPI 3e – Contractor satisfaction with supply chain (Boilers)
7	Cease QLTAs and procure on an individual basis	Jacqui Alexander	In progress	See 1 above	- VFM - Efficiency savings	As above
Recommendations relating to the Pain/Gain Share Mechanism:						

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
8	JT&F Group recommend that sub-contractors are legally contracted to participate in the pain/gain share process;	Jacqui Alexander	Not progressed	There is no power in the contracts to tie the subcontractors to the pain/gain arrangement and LL is unable to achieve this because they do not have any contractual relationship with them. However the mini-tendering exercise will ensure the contractors seek the best price from their sub contractors. Also pain /gain incentivise the contractors to obtain the best value from their sub-contractors as this will maximise their profits. See also point 1		
9	Lambeth commit to the pain/gain process delivering best value to each leaseholder and if there is a failure of the pain/gain arrangement, then Lambeth will make good the costs to Leaseholders;	Jacqui Alexander	Not progressed	There would only be a failure in the pain/gain arrangement if LL fails to identify and collect the gain share due. This is very unlikely to happen under the new arrangements see 11 below	VFM in the billing process	Survey showing increasing customer satisfaction with VFM No. of complaints about the quality of the stock condition report and veracity of the technical advice received from consultants
10	Leaseholder representatives recommend that they be involved in assessing the Pain/Gain process	Jacqui Alexander	Done	The Working Group is invited to nominate its representatives to take part in the assessment. However see 11 below.	- Leasehold and Tenant satisfaction increases - Validation of VFM	Survey showing increasing customer satisfaction with VFM

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
	against chosen Major Work contracts;					
11	The JT&F Group agreed in principle to a quarterly audit, led by chosen leaseholders with the assistance of an independent expert, of three major work projects from each of the three management areas. Lambeth commit to providing detailed information required for the purpose of the audit and scheduled publication of the findings will be presented to Leasehold Council;	Jacqui Alexander	In progress	We already have an audit process where work of contractor/consultant 'A' is checked by another consultant and vice versa. It is proposed that we share the data and the findings of these audits on three communal works schemes per area with a rep from the Working Group (or Leasehold council as a successor). Lambeth Living to discuss this proposal with the Working Group.	- Leasehold and Tenant satisfaction increases - Validation of VFM	- LBL/Independent expert, supporting nominated Leasehold and Tenant Reps to agree the audit process, tasks and targets with LL - LBL/Leasehold/Tenant reps to report quarterly to the Leasehold/Tenants council - CKPI 1 Cost Predictability - RSKPI 1a Resident satisfaction with Quality - RSKPI 1b Resident satisfaction with service - RSKPI 1c Resident satisfaction with project
12	The outcomes of Pain/Gain reviews will be reported annually through tenant and	Jacqui Alexander	Done	We have not had any pain/gain situations so far and there are unlikely to be any in the future under the new arrangement explained	- VFM - Increased satisfaction	- CKPI 1 Cost Predictability - RSKPI 1a Resident satisfaction with

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
	leaseholder forums (Subject to commercial confidentiality) and both tenants and leaseholders will be involved in the review;			above. This is because it has largely been engineered out. With LL consultants producing the detailed specification there will be considerably less scope and incentive for the contractors to experiment and vary from the specification.		Quality - RSKPI 1b Resident satisfaction with service - RSKPI 1c Resident satisfaction with project
13	Leaseholders from the Joint Task and Finish Group conclude that if pain/gain share is to work Lambeth Living need to put in place clearly defined protocols that allow them to monitor contracts and contractors properly to ensure that the contractor's strategy is not to maximize their fee (and profit margin) rather than pass on the benefit from any potential gain share.	Jacqui Alexander	In progress	LL's strategy is to employ properly qualified consultants to monitor costs and contractors properly to ensure VFM and that Lambeth and its residents are the beneficiaries of any savings. See also proposal to have a VFM consultant	Increased satisfaction	LBL will test for efficiency savings - through an open book review. LBL to take an overview of LHS/LPC capital works PI outcomes. Leasehold/Tenant reps to monitor through a quarterly audit. - RSKPI 1a Resident satisfaction with Quality - RSKPI 1b Resident satisfaction with service - RSKPI 1c Resident satisfaction with project
14	Lambeth commit to market test every M&E contract given	Jacqui Alexander	Done	LL will carry out a market test of M&E rates in the form of a value engineering	VFM evidenced	- LL to provide evidence of the last 3 years of annual market testing outcomes

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
	target costs are based on higher 2008 rates.			exercise . In addition for each scheme of work the costs will be benchmarked and the contract for works awarded after a mini tender.		undertaken, as mentioned under Actions - Moving forward, outcomes of all future mini testing to be reported to Leasehold Council in a timely manner, as related to task no. 1, as part of the feasibility study and impact assessment, this should also include a market test to ensure best VFM is achieved - LL to clarify how the process of market testing works, and who signs off on it, from LL and LBL's side
15	The Major Works on these estates are based on the old more expensive 2008 LTQAs. The JT&F recommend that Lambeth Living market test works not yet procured against the more favourable LHS contracts that will be in place from April 2014. For example, the simple water tank replacement at Whitgift should be market tested;	Jacqui Alexander	Done	The process will be as described above	- VFM evidenced - Increased Satisfaction	- CKPI 1 Cost Predictability - RSKPI 1a Resident satisfaction with Quality - RSKPI 1c Resident satisfaction with project

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
16	That the estate analysis demonstrates the weakness of the old 'design and build' contracts. The JT&F group recommend that Lambeth's consultants should specify works and leaseholders should be involved with the specification;	Jacqui Alexander	Done	This is already in place and the consultants have specified the work included in the 14/15 programme. In summary both leaseholders and tenants will be given copies of the stock condition reports and invited to an option appraisal meeting before the final specification is produced.	- Increased satisfaction - VFM evidenced	Percentage of schemes where the consultants produce a detailed specification Estate analysis outcomes agreed - CKPI 1 Cost Predictability - RSKPI 1a Resident satisfaction with Quality - RSKPI 1c Resident satisfaction with project
17	When the outcomes of the analysis relating to Wyvil, Whitgift and Larkhall are considered, existing practice must be improved and it needs to be seen that lessons are learnt;	Jacqui Alexander	Done	This is already implemented and the lessons learned influenced the revised consultation and delivery process. Some works have started / Mediation has been offered.	- Increased satisfaction - VFM evidenced	Customer satisfaction survey. Resident satisfaction with the major works
18	That the Cabinet member for Housing and Regeneration approach Thames Water Authority expressing concern	Jacqui Alexander	Done	-TWA have confirmed that they will not reduce pressure without further notification to LL. LL to brief Cllr Bennett on issues with Thames Water - Cllr Bennett to contact	TWA respond to the Council's request	Pressure not reduced. Meeting takes place

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completi on Status	Action	Outcome	How to Measure
	in relation to plans to reduce water pressure, which may require further consideration in terms of maintenance required;			Thames Water		
19	Progress will only be made if Lambeth Council delivers robust contract management, otherwise it will be impossible to deliver meaningful improvements to any of the above. Lambeth Council and Lambeth Living should explain, define and improve their scrutiny processes.	Jacqui Alexander	Done	The key changes we have made to ensure VFM have been set out in s13 above. To ensure quality while the works are underway the consultants will oversee the work to ensure it is to a reasonable standard, that appropriate materials are being used and that we are not being overcharged.	- Increased satisfaction - Effective contract management validated	Number of complaints about the cost and quality of works
Recommendation s relating to communications and involving leaseholders:						

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
20	The Joint Task and Finish Group were generally satisfied with the proposed key changes to the scheme development and the consultation process as set out in Appendix 1 which they understand will be put into action immediately;	Jacqui Alexander	Done	Already implemented	Increased satisfaction	Resident satisfaction with communication and consultation
21	Requested that Lambeth Council and Lambeth Living officers who attend consultation meetings will be able to respond to every type of query whether contractual or billing;	Jacqui Alexander & Lisa Keating	Done	Already implemented	Effective section 20 consultation enables income recovery to be maximised	Resident satisfaction with communication and consultation
22	That leaseholders be involved in estate/street property surveys with consultants to look at specifications to achieve LHS	Jacqui Alexander	Done	This is addressed in 16 above	<ul style="list-style-type: none"> - Specifications evidenced as accurate - Reduces queries on bills - Staff time resource reduced 	Resident satisfaction with communication and consultation

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
Recommendations relating billing and repayment options:						
23	That the interim bills, based on estimated figures are regarded as a bill for legal purposes;	Lisa Keating	Done	This change was implemented on the 1st April 2014.	- Reduces challenges on interim bills - Maximises income collection	Resident satisfaction with the major works
24	That Leaseholders should advise on which repayment option they will take, as soon as possible after the interim bill is received;	Lisa Keating	Done	This change was implemented on the 1st April 2014. Leaseholders will be prompted to decide their repayment option when we send out the interim bills	- Leasehold satisfaction - Maximises income collection	Leaseholder survey
25	That leaseholders are reminded that they must identify a repayment option otherwise they will be required to pay all charges within 1 year;	Lisa Keating	Done	Accepted	As for 23	
26	If the interim estimated bills are based on higher 2008 LPC rates then the estimate should state that the actual cost is likely to change; interim estimated	Lisa Keating	Done	This is no longer appropriate given the changes outlined in s1 as these mean it will be unusual for costs to vary from s20 estimate to actual costs.	Bills offer the quality of information requested by the T&F group. As for 23	Survey of leaseholder satisfaction with major works consultation process

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
	bills to state they are based on a sample using industry archetypes and that the actual cost is likely to change following a full survey of a leaseholders estate/block or street property.					
27	Those Leaseholders who wish to take up the 5% discount scheme are required to pay within the same financial year;	Lisa Keating	Done	Agreed. This change was implemented on the 1st April 2014.	Income maximised	
28	That leaseholders are informed of the month that works are expected to start well in advance. e.g. at interim bill stage;	Lisa Keating	In progress	This year an indicative date for works to start will be given to leaseholders at the s20 stage. Next year we will work towards issuing this information at the interim bill stage	- Increased satisfaction - Income maximised	Survey of leaseholders to test compliance with this measure RSKPI 1b Resident satisfaction with service

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
29	That all bills include an additional piece of information, a simple breakdown of total cost showing as a percentage: Work Costs; Prelim Costs and Contractor Profit. Example:	Lisa Keating	Done	. This year Lambeth Living will redesign its s20 documentation to show the breakdown of costs in this way. It will take some time for us to reflect this change in interim bills and final accounts but we hope to achieve it by the end of 15/16.	- Increased satisfaction - Income maximised	Survey of leaseholders to test compliance with this measure RSKPI 1b Resident satisfaction with service
30	Leaseholders must be provided with a 'receipt' for major works invoices which should include a description of the works paid for;	Lisa Keating	Done	When leaseholders have completed payments they will be sent a receipt confirming full payment and a description of the works the payment relates to and the known life expectancy of components . Where leaseholders are paying for the works over more than one year they will receive an annual statement showing the percentage of works already paid for.	- Increased satisfaction - Income maximised	Survey of leaseholders to measure compliance with this objective RSKPI 1b Resident satisfaction with service
31	The receipts should give details of all works covered by guarantees/warranties, including the length of those guarantees, insurances and associated warranties;	Jacqui Alexander/Lisa Keating	Done	We are implementing a new programme maintenance system this year called Keystone. This will store all relevant warranties and guarantees. Sending them out as a matter of course to all leaseholders is not practical and would be expensive as many of them run into	- Increased satisfaction - Income maximised	survey of leaseholders to measure compliance with this objective RSKPI 1b Resident satisfaction with service

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
				several pages. However once they are on the system copies can be sent to leaseholders on request.		
32	Lambeth Council should take reasonable steps to ensure that leaseholders are not charged for repairs and works that are covered by warranties, guarantees or latent defects;	Jacqui Alexander/Lisa Keating	Done	Systems already in place (with the exception of latent defects which are none standard in nature making it impossible to guard against).	- Increased satisfaction - Income maximised	number of complaints about failing to take advantage of warranties/guarantees RSKPI 1b Resident satisfaction with service
33	That once works start, leaseholders are given additional time before they must commence payment;	Lisa Keating	Noted	LL will send out the first demand for payment two months after works start on site. If no payment is received within a reasonable time it will start debt recovery measures.	- Increased satisfaction - Income maximised	Resident satisfaction with service
34	Lambeth commit to improving communication, in particular (see below):	Lisa Keating	Done	LL has employed a leasehold communications officer to improve communication with residents. She started in July. Her first role is to review all existing written communication to make sure they are clear and legible. LC will be consulted before any improvements	- Increased satisfaction - Income maximised	survey of leaseholders who have experienced major works Resident satisfaction with service

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
				are made.		
35	Provide clear and concise bills in plain English	Lisa Keating	Done	Agreed covered above	- Increased satisfaction - Income maximised	Resident satisfaction with service
36	That Lambeth specify their definition of 'start on site' – e.g. assembly of skips, erection of scaffold etc.	Lisa Keating	Done	The contractor can only start on site after LL has issued them a Works Order. Effective start on site is when the contractor has started to occupy the site where works will take place, for instance erecting a site office, and is incurring set up costs.	- Increased satisfaction - Income maximised	
37	State in writing at an early stage (e.g. service charge estimate) when works are likely to start	Lisa Keating/ Jacqui Alexander	Done	We will use best endeavours to give residents at least one month's Notice when works will start.	- Increased satisfaction - Income maximised	Evidence that leaseholders are told when works will start
38	Agree with Leaseholder Council the format for such correspondence	Lisa Keating	In progress	Agreed. This will be discussed at the October with LC	- Increased satisfaction - Income maximised	report to LC in October

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
39	That interim estimated bills include contact details for Leasehold Council and area leasehold representatives	Lisa Keating	In progress	Interim bills can be sent up to ten months before the start of s20 consultation so is perhaps this is not the most useful time to advise leaseholders of the support available to them. It will be more relevant to supply this information at the s20 stage and we have incorporated it in the s20 documentation that leaseholders will receive.	- Increased satisfaction - Income maximised	Customer survey
40	Cease billing until April 2015	Lisa Keating	Not progressed	N/A	VFM	The Council was fully involved in the procurement of the Lambeth partnering contracts and is satisfied that these were procured appropriately and delivered best VFM
Recommendations relating to delivery:						
41	The implementation of the Asset Management database is to be monitored at Leaseholder Council.	Ola Akinfe	In progress	Bi-annual report to leasehold council	Stock condition is further validated by estate surveys and fed back into the AMDB. This aids Asset Management planning	Reports on progress with the AM database are presented to LC over the next 12 months

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
42	The Leasehold Improvement Action Plan from Lambeth Living should be made available to Leaseholder Council.	Cedric Boston	In progress	Report will be presented to the next Leasehold Council..	- Ongoing improvement to services delivered to Leaseholders. - An improved customer experience	Report presented to LC
43	That the Action Plan is included within formal client/contractor liaison meetings;	Jacqui Alexander	Done	The relevant sections of the Action Plan has been communicated to our consultants and contractors. Where relevant we will monitor their compliance with the plan and take action wherever performance falls below the standard.	- Ongoing improvement to services delivered to Leaseholders - An improved customer experience	LAP will be monitored tri-annually at Client liaison meetings. Star Satisfaction surveys will test for improving satisfaction.
44	That the Tenant and Leasehold council considers the Action Plan on a quarterly basis.	Lisa Keating	In progress	It is proposed this is done tri-annually to increase the likelihood of always something of substance to discuss	- Ongoing improvement to services delivered to Leaseholders - An improved customer experience	Tri-annual reports
Recommendation relating to the Independent Expert:						

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Recommendation Task No.	Recommendation of T&F Group	Lead Manager in LL	Completion Status	Action	Outcome	How to Measure
45	The profile of leasehold income gained arising from the implementation of capital works is under review by the Council. The JT&F Group request that the Council commits a portion of its leasehold income to employ an Independent Expert who could oversee quarterly reviews of the delivery of the Leasehold Action Plan and engage with leaseholders on the quarterly audit. Lambeth Living should make available BCIS log-in details for purpose of the audit.	LBL	Not yet progressed	Awaiting agreement to scope with Residents	Independent advisor in place and supporting Residents in monitoring LAP	Report backs from Residents
46	Delay the introduction of interim billing until April 2015	Cedric Boston		The Council has a fiduciary duty to bill in accordance with the lease. Interim bills are a requirement of the lease		No measure needed

Appendix B: Committee Comments on Draft Independent Expert Brief and LAP

Appendix 2

KPI Reference	Summary	Target Range
360° KPI 1a Client satisfaction with the contractor	Measure of the client's satisfaction with the contractor in terms of the efficient and effective operation of the programme.	70%-100%
360° KPI 1b Client satisfaction with the consultant	Measure of the client's satisfaction with the consultant in terms of the efficient and effective operation of the programme.	70%-100%
CKPI 1 Cost Predictability	Measure of the variance between the actual out turn cost for the project completed against the finally approved agreed maximum price (AMP).	90-100%
360o KPI – 3c Contractor satisfaction with supply chain – (Kitchens)	Measure of the contractor's satisfaction with the consultant in terms of the efficient and effective operation of the programme.	70%-100%
360o KPI – 3d Contractor satisfaction with supply chain (Windows)	Measure of the contractor's satisfaction with the consultant in terms of the efficient and effective operation of the programme.	70%-100%
360o KPI – 3e Contractor satisfaction with supply chain (Boilers)	Measure of the contractor's satisfaction with the consultant in terms of the efficient and effective operation of the programme.	70%-100%
RSKPI 1a Resident satisfaction with quality	Measure of resident satisfaction with the quality of the work carried out.	85-90%
RSKPI 1b Resident satisfaction with service	Measure of resident satisfaction with the service provided by the contractor in keeping to appointments and timescales, showing ID, being polite, helpful and leaving homes safe and tidy.	85-90%
RSKPI 2 Resident satisfaction with project	Measure of resident satisfaction with the service provided by the contractor in terms of minimising disruption and inconvenience to residents during the course of the works.	85-90%
LPC RR KPI 1 Resident Satisfaction	To determine how satisfied residents were with the service a contractor provided during a responsive repair visit.	85-95%