Two Castles Housing Association

Resident Scrutiny Panel – Draft Action Plan (Review of the Management of Leasehold Properties by TCHA)

Note: Those items which are highlighted in green are where the actions under recommendations have been completed.

	Recommendation/Query	Action to be Taken	Who is Responsible	Timescale	Monitoring	Progress as at 14.10.2016
1.	A senior member of staff nominated to have overall responsibility for the management of leasehold properties.	Currently the HSD has overall responsibility for the management of leasehold properties. While operationally, there are 2 Housing Officers; one in NE and NW, who in turn are managed by the Regional Housing Managers. This management structure is currently being reviewed as part of the Housing Services review and details of management structure going forward will be reported to all leaseholders.	HSD HSD	Up to completion of Housing Services Review Quarter 2 2016/17	Board via KPI'S RSP	Recommendation Completed
2.	Following an agreement to purchase a leasehold property, the prospective purchaser should be advised as to the contents for both parties under the terms of the lease and any	Agreed that good practice would be for a new leaseholder to be interviewed at the beginning, where they are talked through a detailed description of the lease, the handbook, cyclical maintenance programme, budget	HO (Leasehold)	Immediate as new leaseholders purchase	Board via KPI's	This process currently being followed in both regions for all new leasehold sales.

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	other relevant information including: if applicable, the sinking fund. In addition, within two weeks of taking up occupancy the respective housing officer must visit and further clarify and, if necessary explain the obligations of both resident and TCHA under the terms of the lease. This would assist new residents to integrate into the scheme and reduce ambiguities. The owner's handbook should be provided to the resident at this stage.	and sinking fund. Followed by a visit within 4 weeks after moving in to their new home. Agreed that this process will be adhered to in both regions so that there is uniformity of service delivery.				
3.	All CST staff to receive training regarding the leasehold properties in order that they can give the correct response when they receive an enquiry from a leaseholder	Recognition that all CST staff can respond to leasehold/shared ownership related queries and that they have the information needed available on the IT systems. A specific training course has recently been held with the CST. This training will be continued during 2016/17 linked to use of the	Customer Services Manager	Ongoing	Board via KPI's	Recommendation Completed

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		leasehold spreadsheet; with any queries not able to be answered being passed to HO's (leasehold).				
4.	All enquiries that are raised by residents must be replied to; whether verbally or in writing and/or finalised without undue delay. This should be implemented throughout TCHA, not merely for matter relating to leasehold.	Agreed this is managed using the TCHA Customer Service Standards.	All TCHA staff	Ongoing	Board via KPI's	Recommendation Completed
		In addition CST has undergone a customer service training programme, which provides competencies and enables monitoring of performance against customer service standards.	CST	2015/16	Board via BSC	Recommendation Completed
		This programme will be rolled out to all departments during 2016/17.	All TCHA staff	2016/17	Board via BSC	External consultant currently delivering to Property Services, to be followed with Finance and then Housing Services (following review)
5.	An incident log recording system to be implemented where an action or reply is called for. This will ensure	Phased roll out of Customer Relations Module (CRM), within the OPENHousing IT programme will provide facilities to enable	All TCHA staff	2016/17	Board via BSC	Recommendation Completed

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	that all matters are recorded, actioned and finalised expeditiously and by whom. The incident log should not be closed until the matter has been dealt with and endorsed to that effect. The resident originating the action/query must be informed of the outcome. The RSP has been made aware of the Customer Relationship Manager (CRM) software programme introduced into Customer Services approximately 12 months ago and hope, once rolled out to other departments, that these recommendations will be fulfilled.	recording of all contact with the Association.				
		Phased roll out of Contact Manager, beginning with use for recording and monitoring formal and informal complaints.	All Directors and Managers	Jan-March 2016	Board via BSC	Recommendation Completed
		Phased roll out of Contact Manager for recording and monitoring of all contact with the association	All TCHA staff	2016/17	Board via BSC	During 2016/17
		Phased roll out of Contact Manager for managing all contact with the Association.	All TCHA staff	2017/18	Board via BSC	During 2017/18
6.	A staff work incentive scheme should be implemented without delay.	With CRM & Contact Manager being rolled out across TCHA; RSP agreed there is no requirement for staff incentive scheme and therefore no further action required.				Agreed Not to Implement Recommendation

	Recommendation/Query	Action to be Taken	Who is Responsible	Timescale	Monitoring	Progress as at 14.10.2016
7.	The TCHA website be fully utilised and regularly updated for the marketing of all leasehold properties and, where necessary, advertisements placed in the local press. TCHA counter staff in each public office must have up to date details of all the leasehold properties that are for sale throughout the TCHA area.	Leasehold properties now on TCHA website, signposted to estate agent/vendor. Previously adverts in local press have not proved successful, do not provide good value for money, consequently agreed not to be undertaken. TCHA will continue to consider new ways of promoting leasehold sales as a part of the overall promotion of on-line services.	Housing Services Housing Services	Ongoing Ongoing	RSP RSP	Recommendation Completed Recommendation Completed
8.	A vacant property page to be introduced to 'Fanfare' magazine and the magazine to be made available to the general public, e.g. outside the main TCHA offices, public libraries.	Due to 3-month gap between issues of Fanfare, any property adverts would soon be out of date and current Fanfare is for residents only, agreed not to be pursued. (Acknowledged that Fanfare could be used for promotion of availability of both rented and leasehold properties.)				Agreed Not To Implement Recommendation

	Recommendation/Query	Action to be Taken	Who is Responsible	Timescale	Monitoring	Progress as at 14.10.2016
9.	Any property that has remained on the open market for an excessively long period should be considered for purchase by TCHA the resold. Any profit from the resale should be divided between TCHA and the scheme sinking fund. The amount paid into the sinking fund would be in addition to the amount, required to be paid by the vendor, under the terms of the lease. The re-sale of the property must remain within the character of the lease conditions of the scheme.	Due to this initiative not being in TCHA action plan/business plan, no financial recourses to fund such acquisitions, and the risk to the financial well being of TCHA if they were to undertake such actions, it was agreed that such actions would not be undertaken.				Agreed Not To Implement Recommendation
10.	TCHA to self-promote. This should be done regularly in the housing section of the local press. This should state what services they provide and a summary of properties that are available.	Previously adverts in local press have not proved successful, do not provide good value for money, consequently agreed not to be undertaken.				Agreed Not To Implement Recommendation

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		TCHA will continue to consider new ways of promoting leasehold properties as a part of the overall promotion of on-line services.	Housing Services	Ongoing	RSP	New/Improved promotion methods will considered as part of overall service developments
11.	The time taken by solicitors acting for TCHA in the preparation of a new lease to be reduced. Unless specific difficulties are being experienced, the target for completion should be a maximum of 6 weeks.	Agreed as part of planned legal services review/procurement process will introduce target time scales to TCHA solicitors.	PSD	July 2016	RSP	Recommendation Completed
		Agreed that good practice is for relatives of deceased/executors when selling properties to be advised process and timescales to help with discussions with and between respective solicitors.	HO's (Leasehold)	Ongoing	Board via KPI's	This process currently being followed in both regions for all leasehold sales.
		Agreed that this process will be adhered to in both regions so that there is uniformity of service delivery.				This process currently being followed in both regions for all leasehold sales.

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12.	KPIs to be provided for leasehold properties in the same manner and relevant categories as all other stock within TCHA's portfolio.	Recommendation will be considered as part of planned review of current KPI's and results of review, including leasehold measures, will be reported to all residents in next appropriate edition of Fanfare.	HSD/PSD	June 2016	RSP	KPIs will remain the same for 2016/17, but will change for 2017/18
13.	A long-term cyclical maintenance programme to be developed and implemented without delay for each individual scheme. Many schemes have differing requirements. A 'one size fits all' approach in inadequate.	TCHA have arranged for review of all leases by Devonshires solicitors, in order to help confirm respective responsibilities of leaseholders and the association in maintaining leasehold properties.	HSD/PSD	April – June 2016	Board via BSC	Recommendation Completed
14.	Each cyclical maintenance programme to be in a format this is understandable by both staff members who are responsible for administering it and also leaseholders.	This information will be used to provide information to leaseholders on a scheme by scheme basis of respective repairing obligations, including routine, cyclical and planned maintenance items, the funding including sinking fund arrangements and the process for implementing these programmes.	HSD	June – December 2016	Board via BSC	Intend to incorporate into annual budget meetings

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15.	A copy of each scheme's long term cyclical maintenance programme must be provided to each resident, in order that they know when, and how frequently, work is to be carried out. A 5 year programme is inadequate.	This will be followed by surveys of all leasehold schemes, loading of all this information onto the Open housing IT system, which will be used to facilitate future planning of cyclical and planned maintenance activities.	PSD	Exercise to be completed and new systems introduced by April 2018	Board via BSC	In conjunction with the work on Scenario Planner Property Services evaluating how best to hold data in system.
		TCHA will also investigate implementing a service charge module in Open housing to compliment the stock condition module mentioned above.		June 2017	Board via BSC	(To be considered in conjunction with item above).
		The 5 year cyclical maintenance plan published in Fanfare in June 2015 will be updated every 2 years.				Next version due for completion in June 2017.
16.	A non-resident Board member to be nominated as a 'champion' for leaseholders.	Request to be considered by Board, RSP agreed if board approve principle, resident members should be included.	Board	March 2016	RSP	Agreed Not To Implement Recommendation

RSP – Residents' Scrutiny Panel   HSD – Housing Services Director   HO (Leasehold) – Housing Officer (Leasehold)
CST – Customer Services Team   TCHA – Two Castles Housing Association   SMT – Senior Management Team
EMT – Extended Management Team   PSD – Property Services Director   CSC – Customer Services Committee
BSC – Balanced Scorecard   KPI's – Key Performance Indicators