



Leasehold Engagement

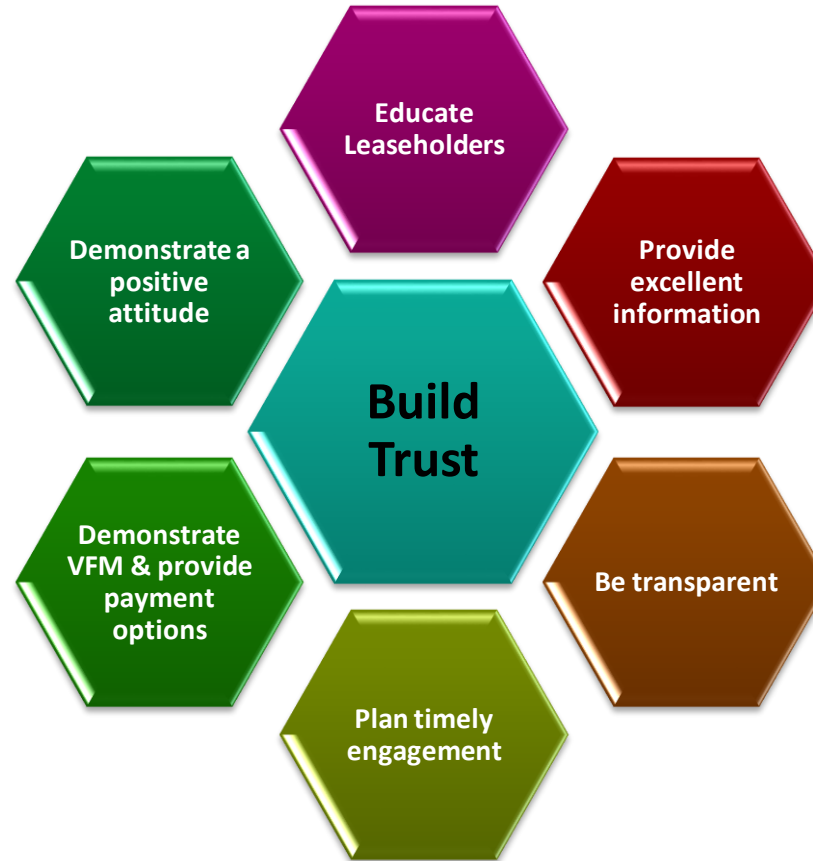
Kate Newbolt

The Perceptions Gap

- Commissioned research of Leaseholders & Landlords 2015
 - Core Group of major Landlords – Round Table Sessions
 - National survey of 756 Leaseholders (LEASE database)
 - Survey of 32 Landlords
 - Focus Group meetings with Leaseholders and Landlords
 - Academic support from University of Birmingham



The Key to Engagement Success



Consultation, Involvement, Engagement and Transparency

1. Major works details
2. Contractor procurement
3. Standards and expectations
4. Leaseholder Scrutiny

Leaseholder responses

Online Leaseholder survey 756 responses in 2 weeks

- **59%** unhappy or very unhappy with Major Works Information
- **61%** dissatisfied or very dissatisfied with the breakdown of costs
- **61%** poor or very poor Major Works Consultation
- **54%** dissatisfied or very dissatisfied with Scheduled Future Works information

Leaseholder Perceptions

“consultation was only available during the day, when we are at work”

“There was an exercise called “consultation”, but it was clear that all the decisions had already been taken and couldn’t be changed”

“There is an attitude that they don’t have to enter into meaningful consultation – only do the barest to satisfy legislation

“We were invited to meetings, but not really listened to.”

Leaseholder Perceptions – Cost and Value

- **57%** unhappy or very unhappy with communication on the annual service charge
- **52%** dissatisfied or very dissatisfied about the way they were billed for their works
- **71%** rated value for money poor or very poor in the most recently completed works
- Clear correlation between satisfaction with how provider consulted and overall satisfaction with works

Perceptions: Information & Communication



**“ No information about the need for the works,
no information about the available options, no
information how the contractors were chosen.
At least, such information can be provided
online with minimal cost!”**

**“Very basic information provided in a letter with
option to go to offices to see more detail which is
often not possible for elderly residents.”**

**“Poor communication. They can't even
tell me if the work scheduled for
January has been done (its June!!).”**

Fairness and Transparency

“Second major works underway. Minimal information provided both times. Nothing provided to the TMO. Major Works Dept. (leaseholder Services) has problems getting details from the team undertaking the works”

“The breakdown needs to be clear that Leaseholders are not paying a disproportionately larger share of the cost of the major work than that being paid by tenants.”

Problems and Issues



**“Lack of technical knowledge/
details of scheme by officers”**

**“Delays in procurement
mean lengthy gaps between
consultation stages”**

**“Not carrying out thorough
surveys of each property to
include in the major works
programme.**

This escalates the cost.”

**“Large costs passed on and big
differences between estimates and
actuals.**

**Multiple schemes carried out at the
same time.”**

Useful Approaches



“Photographic evidence of problems requiring attention”

“Having a centralised single point of contact for queries”

“Five year planned programme produced and sent to leaseholders”

“Leasehold staff attending site progress meetings to obtain information first hand”

Valued Engagement



“Involve leaseholders from an early stage, when a programme is being considered not when it has been finalised”

“develop clear five year programmes and estimates”

“Standardise the process. Have more staff trained to respond to queries correctly the first time around.”

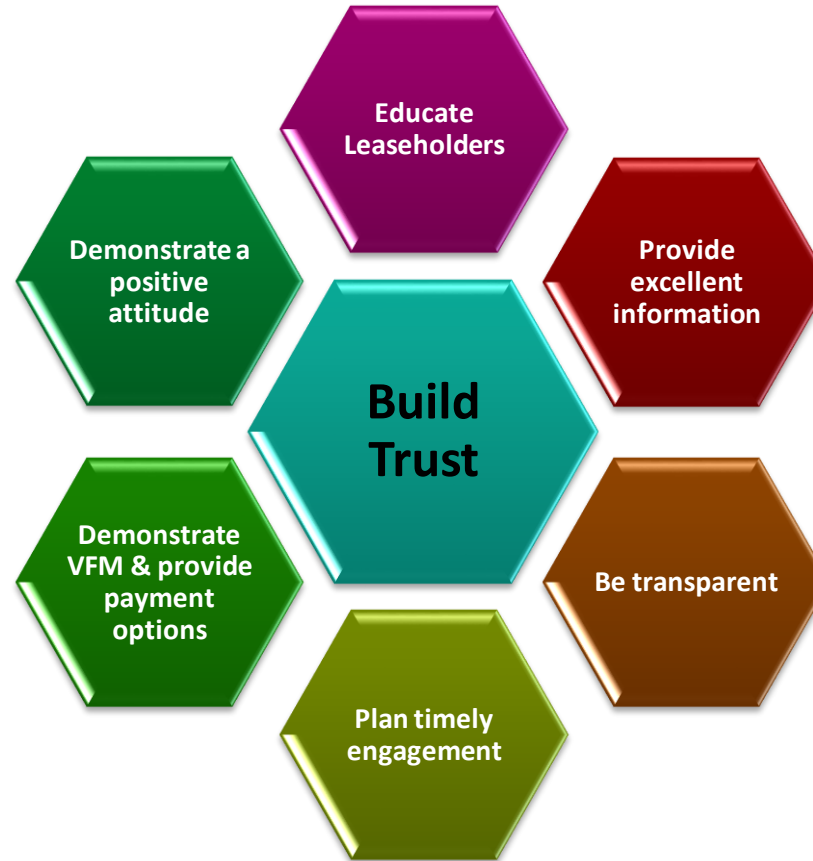
“We have recently introduced a final step in the process whereby the contractor and in house surveyor visits each leaseholder after works are complete and asks them to sign a form to say they are satisfied. “

The Perceptions Gap



- Gap between engagement leaseholders want and what is promised and provided
- Improved leaseholder satisfaction with engagement results in improved satisfaction overall but few examples showed recognition of this
- Staff overwhelmingly crying out for online resource tools for Leaseholder engagement

The Key to Engagement Success





Leaseholder-led Strategy



Advice

Independent Sources of Support



Planned Works



Standards



Leaseholder-led Scrutiny

A photograph of a group of people at a professional event. In the foreground, a woman with curly red hair and glasses, wearing a blue shirt and a lanyard, is smiling and holding a white coffee cup. She is talking to a man in a brown suit who is also smiling. In the background, other people are visible, including a man in a light blue shirt and another in a dark suit. The setting appears to be an indoor event space with a patterned wall and a sconce.

Reassurance

FOR A FAIR
CONTRACT

Contract Procurement

