

# LANCASTER WEST MANAGEMENT ASSOCIATION LIMITED

## BOARD MEMBER NOMINATION FORM 2013

### Candidate Details

surname	First Names	Mr/Mrs/ Miss/Ms	Full address	Membership Number
MILES	TERESA	MRS	[REDACTED]	

### CANDIDATE DECLARATION (please print clearly)

I am a registered member of the Lancaster West Management Association Limited, and agree to be nominated to serve on the board as an elected tenant board member.

I am not prohibited under the Rules of the Lancaster West Management Association Limited from becoming a board member. (I am aged 18 or over, I am not bankrupt).

I confirm that I meet the requirements set out above.

Signed: [Signature] Date: 9-9-2013

Telephone: [REDACTED] .... Mobile: [REDACTED] Email: [REDACTED]

### Supporter Details and Declarations

All Seconders must be registered members of the Lancaster West Management Association Limited.

I, the undersigned, being a registered member of The Lancaster West Management Association Limited have read and understood the candidate's personal statement overleaf and support the above nomination.

Full Name in BLOCK CAPITALS	Address	Membership Number	Signature
KEITH MILES	[REDACTED]		[Signature]

NOTE: This form and the personal statement should be returned to:

Lancaster West Management Association Limited  
Estate Office  
Grenfell Tower  
Grenfell Road  
London W11 1TQ

To:  
be received no later than 5pm on 9<sup>th</sup> September 2013

### FOR OFFICE USE ONLY

Membership no.....  
Acknowledged.....  
Verified.....  
Nom.....

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I received

Photo copies of the  
EMB nomination  
forms

mlg



# Personal Statement

We would like you to tell us:

- a) How long have you been a member
- b) Any experience you have in resident involvement or as a voluntary committee member.
- c) Any similar experience you think might be useful
- d) Why you would like to be a member of the board of the Lancaster West Management Association Limited.

Please write CLEARLY. Any text in excess of 250 words will not be published and no editing will be done. Please refer to the Guidance Notes for Lancaster West Management Association Limited for board member candidates on how to complete the Personal Statement and return it to The Grenfell Tower Estate office by the due date.

I have been living on this Estate for almost 21 years and a member of Lancaster West Management Association for almost as long. I stepped down from the EMB Board and the post of Secretary after becoming thoroughly disillusioned by the lack of ~~the~~ coherence to the constitution. I believe in the whole ethos behind the Association and the Board, and feel strengthened and rejuvenated by involvement in the Expert Patient Service and my role as Tutor. I have recently been involved with the Grenfell Action Group and have attended most meetings to do with the KALC project. I care VERY deeply about this Estate and the community of which I am part!

## IMPORTANT NOTES

- Note 1 All candidate board members must be Members of the Lancaster West Management Association Limited
- Note 2 Members of the Board cannot receive financial or similar benefit from being a Lancaster West Management Association Limited board member, only expenses
- Note 3 Members of the board as company directors will be legally responsible for good management and financial affairs of the organisation
- Note 4 All candidates must supply a statement of not more than 250 words in support of their nomination

and get a signature of one member supporting their nomination.

# LANCASTER WEST MANAGEMENT ASSOCIATION LIMITED

## BOARD MEMBER NOMINATION FORM 2012

### Candidate Details

Surname	First Names	Mr/Mrs/ Miss/Ms	Full address	Membership Number
MILES	TERESA	MRS	[REDACTED]	

### CANDIDATE DECLARATION (please print clearly)

I am a registered member of the Lancaster West Management Association Limited, and agree to be nominated to serve on the board as an elected tenant board member.

I am not prohibited under the Rules of the Lancaster West Management Association Limited from becoming a board member. (I am aged 18 or over, I am not bankrupt).

I confirm that I meet the requirements set out above.

Signed: [Signature] Date: 10th October 2013

Telephone: [REDACTED] Mobile: [REDACTED] Email: [REDACTED]

### Supporter Details and Declarations

All Seconders must be registered members of the Lancaster West Management Association Limited.

I, the undersigned, being a registered member of The Lancaster West Management Association Limited have read and understood the candidate's personal statement overleaf and support the above nomination.

Full Name in BLOCK CAPITALS	Address	Membership Number	Signature
1 KEITH MILES	[REDACTED]		[Signature]

**NOTE:** This form and the personal statement should be returned to:  
**Lancaster West Management Association Limited**  
 Estate Office  
 Grenfell Tower  
 Grenfell Road  
 London  
 W11 1TQ  
 to be received no later than 3pm on 22 November 2013

**FOR OFFICE USE ONLY**  
 Membership no.....  
 Acknowledged.....  
 Verified.....  
 Nom.....

*2nd copy*



We would like you to tell us:

- a) How long have you been a member
- b) Any experience you have in resident involvement or as a voluntary committee member.
- c) Any similar experience you think might be useful
- d) Why you would like to be a member of the board of the Lancaster West Management Association Limited.

Please write CLEARLY. Any text in excess of 250 words will not be published and no editing will be done. Please refer to the Guidance Notes for Lancaster West Management Association Limited for board member candidates on how to complete the Personal Statement and return it to The Grenfell Tower Estate office by the due date.

I have been living at this address for almost 21 years and a member for Lancaster West Association for almost as long. I stepped down from the EMB Board and the post of Secretary after becoming thoroughly disillusioned with the Board and the lack of adherence or indeed the acknowledgement of the Constitution. I believe immensely in the ethos of the EMB. I feel ~~the~~ my absence from the board, and my involvement with the Expert Patient Programme, and my role as a Tutor, has been reinvestigated. I feel my involvement with the Grenfell Action Group alongside my Tutor role has given me a more assertive outlook on life and has also allowed me to access a range of new tools to assist a role on the Estate Management Board! I have attended the majority of meetings to do with the KALC Project and almost Drop ins. I care VERY deeply about this Estate and the community of which I am a part of.

#### IMPORTANT NOTES

Note 1 All candidate board members must be Members of the Lancaster West Management Association Limited

and get a signature of one member supporting their nomination.

Note 2 Members of the Board cannot receive financial or similar benefit from being a Lancaster West Management Association Limited board member, only expenses

Note 3 Members of the board as company directors will be legally responsible for good management and financial affairs of the organisation

Note 4 All candidates must supply a statement of not more than 250 words in support of their nomination

Dear Virginia

You sent this e-mail to Mr. Keane and not to me, but he has kindly forwarded it. He is better placed than I to set out which were the election errors that the Council has identified.

As I was not present at any of the meetings that the EMB members had with the Council, I can't comment on what instructions you were given about running the elections for the new board. However, I have had a look at some of the recent correspondence and I think the key information is set out in Mr. Keane's e-mail to Dougal dated 1 November, widely copied, including to you and me. I suspect the Council is claiming that it is one or more of these requirements that was not carried out properly.

Dear Mr Steward,

Thank you for sending the monthly progress report.

The Board were required to do the following by the 28th October:

- Provide a copy of the current Register of Members to the Council with evidence of any updates
- Ensure that the Register of Members is updated and all appointments to and retirements from the Board are also noted in the Register (timeline within 6 months) Rule 54 (a) applies.

Have these actions been carried out? If so can you forward details of this.

We have had a couple of queries from people who have advised us that their names were missed of the nominations list, despite them completing the relevant forms.

We advised these people to contact the Board about this. **(NB. Mrs. Miles then contacted me, as she said she did not know whom else on the EMB to contact. I advised her to get in touch with Dougal. She was also very angry that someone had telephone her home about the matter but had spoken to Mr. Miles and not to her about her complaint.)**

Has something been done to remedy this if it is an issue?

We will be conducting an audit of the election process so far as part of our monitoring of your progress. The audit will be conducted by Angela Bosnjak-Szekeres

You will need to provide Angela with the following information:

1. Copy of the EMB's plan for the election process with key dates
2. Copy of the letter sent to all the members inviting nominations for the elections
3. Copy of the nomination form
4. List of all the current Board members together with information on how long they have served on the Board, when they were first elected and whether they are eligible for re-election
5. List with the names of Board members that are retiring from the Board



6. *Copies of all the completed nomination forms that were received*
7. *Evidence of how the EMB dealt with the queries from members about nomination forms that were initially directed to RBKC*
8. *Copy of the ballot paper*
9. *Copies of all the voting papers received, including spoilt votes*
10. *Draft agenda for the meeting called for the 10 December 2013*
11. *Copies of all membership forms received*
12. *Copies of the newsletter that was distributed*
13. *Any other evidence that the EMB thinks will demonstrate compliance with the actions set out by RBKC*
14. *Details of how you intend to confirm the results of the elections, RBKC will arrange for someone to verify the counting of the votes*

*Please can you confirm when you will be in a position to provide this information.*

*As you are aware, prior to serving the supervision notice, the Council set up an approved panel consisting of five people that advise us on the reasonableness of the action we are proposing. If the Board needs advice from the panel on a specific issue, please let us know and we can relay any queries you might have to them.*

Subsequently an e-mail came from the Grenfell Action Group (Eddie Daffarn, Teresa Miles and Joe Delaney, with Francis O'Connor still acting as its secretary despite now living in Ireland) on 10 December to Siobhan, Laura Johnson, Cllr. Paget-Brown and me complaining that:

1. Your letter of 4 December that went to residents convening the Special General Meeting was in breach of the Constitution, since it should have been received 14 days before the meeting
2. The use of the Constitution to prevent any discussion at the Special General Meeting of any other business, which they felt meant that the current committee would not be required to answer for the breaches of the Constitution
3. The fact that a Special General Meeting was being called in advance of the very long overdue Annual General Meeting of the Lancaster West Management Association. They felt this should have been called first and that it should have discussed the problems currently facing the EMB, including the imposition of the Supervision Order
4. And that complaints from Mr. Daffarn and Mrs. Miles that they had not been included in the list of candidates for election to the Board had not been addressed.

I don't know whether this e-mail had any influence on the Council's decision to declare the SGM not within the terms of the Constitution, but I don't think it helped.

I had also separately asked the Council why the Board was not getting more support from the Council and I got the following reply:

*The EMB has been in existence for over 20 years, during that time a considerable amount of RBKC and TMO officer time has been put into supporting the organisation. The TMO's governance lead has met directly with Board members outlining what they need to do, and has given them advice on numerous occasions. The supervision notice we served on them included step by step guidance which details the activities we think they need to undertake in order to run an election. We have advised them that assistance is available from members of the panel that was set up to oversee the supervision; they have failed to take up this offer of assistance.*

*I would also point out that the Council also supported the EMB in recent years through funding a consultant chair to advise and support the Board when there were governance issues before.*

*There are numerous examples of voluntary sector groups, including EMB's, who run successful organisations with the governance expertise coming from a voluntary company secretary. The governance issues with the EMB are mainly about them understanding their own rules. I think the Council cannot support an organisation which has a responsibility to make strategic decisions about the Lancaster West Housing stock when they have consistently failed to address their governance flaws despite ongoing offers of assistance over the last few years.*

*I hope this helps to explain the position.*

*Kind regards.*

*Judith*

**Cllr, Blakeman, Judith**

**From:** Keane, Roger: HS-Housing  
**Sent:** 19 June 2013 15:13  
**To:** Cllr, Blakeman, Judith; Cllr, Palmer, Matthew; Cllr, Pascall, Will  
**Cc:** Rumble, Siobhan: RBKCTMO Ltd  
**Subject:** EMB Five Year Review  
**Attachments:** appendix1 emb self assessment.pdf; Mr Bryans 13 06 13.docx; EMB Five Year Review 13 June 2013 (2).docx

Dear EMB board member,

Please find attached a copy of the five year review of the Lancaster West Estate Management Board for your consideration.

This document has already been sent to Mr Bryans, chair of the board.

Dougal Steward, the secretary of the board, has sent an initial response to the review, on behalf of the EMB board

I can forward you a copy of his response, if he has not already sent it to you.

Siobhan, can you arrange for this information to be sent to the board members that I don't have the email addresses for?

Regards

Roger Keane | General Needs Housing Commissioner | Housing Commissioning Team| Housing, Health & Adult Social Care | Royal Borough of Kensington & Chelsea | 2nd Floor, Kensington Town Hall, Hornton Street, London, W8 7NX | TEL: [REDACTED] | Mobile: [REDACTED]

24/06/2013

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Housing  
Kensington Town Hall, Hornton Street, LONDON, W8 7NX

Director of Housing  
Laura Johnson



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA

Mr R Bryans



24/06/2013

Dear Mr Bryans,

I write to you in your capacity of Chair of the Lancaster West Estate Management Board.

Please find the attached review report and accompanying documentation relating to the Modular Management Agreement (MMA) the Royal Borough has with the Estate Management Board.

The Review has identified serious deficiencies that need urgent attention. An action plan, detailing the remedial action that needs to be taken, and the periods within which the Council considers that remedial action should be taken, can be found at Appendix 4.

In light of the deficiencies identified by the review the Council request that the EMB, within 56 days of the date of this letter, call a Special General Meeting (SGM), in accordance with your rules. Under the rules the Board is required to act to fill vacancies on the Board in order to ensure that all future Board meetings be quorate. The Council will need to be advised of the date of this meeting and the action taken by 26<sup>th</sup> June 2013.

In order to satisfy us that you have complied with this request, you will need to provide evidence that the meeting has been arranged in accordance with your own rules and action taken to remedy the situation. If a meeting is arranged and action taken that does not conform to your rules, we will deem that you have not complied with the above request and appropriate action will be taken in accordance with the MMA.

Regards

Roger Keane  
General Needs Housing Commissioner

Email: [roger.keane@rbkc.gov.uk](mailto:roger.keane@rbkc.gov.uk)  
Web: [www.rbkc.gov.uk](http://www.rbkc.gov.uk)

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**THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA**

**REPORT BY THE DIRECTOR OF HOUSING AND TOWN CLERK AND  
EXECUTIVE DIRECTOR OF FINANCE**

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FIVE YEAR REPORT OF THE MODULAR MANAGEMENT AGREEMENT WITH THE  
LANCASTER WEST ESTATE MANAGEMENT BOARD

Roger Keane  
11<sup>th</sup> June 2013

The purpose of this report is to present details of the Lancaster West Estate Management Board's (EMB'S) performance in meeting the objectives set out in the Modular Management Agreement (MMA).

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## **1. Introduction**

- 1.1 This report details a review of the Modular Management Agreement between the Council and the EMB.

## **2. Purpose of Report**

- 2.1 Under the terms of the Modular Management Agreement (MMA) the Council is required to monitor the total performance of the Lancaster West Estate Management Board (EMB) in carrying out its management functions performed under the MMA. The Council is required to do this as part of a Five Year Review.
- 2.2 In monitoring the EMB's performance the MMA requires the Council to pay particular attention to:
- a) the democratic standards of control and compliance with EMB Rules or Memorandum and Articles of Association;
  - b) the standards of implementation of the Equal Opportunities Policy and Procedures;
  - c) the general efficiency of the EMB administration and the use of Key Performance Indicators to demonstrate the achievement of (or failure to achieve) the required performance standard
  - d) the EMB's standards of financial control and its financial viability
  - e) the allocation of vacant Property dwellings to housing applicants and the implementation of fair housing policies and good tenancy management.
- 2.3 Since the MMA was agreed the EMB transferred responsibility for allocation of property back to the Council. Allocation was therefore not looked at under this review.
- 2.4 The review has been conducted in three stages:
- The EMB completed self assessment forms detailing their performance in relation to the above issues.
  - A desktop review of the information provided by the EMB was conducted. Information that the Council already held on the EMB was also taken into account.
  - Validation visits were carried out with Board Members.

- 2.5 The self assessment form the EMB completed can be found below at Appendix 1.
- 2.6 The self assessment referred us to the TMO for the majority of issues.
- 2.7 Appendix 5 details the TMO's response to the self assessment and draft review.

### **3.0 Equal Opportunities Policy and Procedures**

- 3.1 The EMB's self assessment referred us to the TMO for equal opportunities.
- 3.2 The EMB have an equalities service level agreement with the TMO, the activities it covers are split between the TMO and EMB.
- 3.3 While some of the activities set out in the SLA would be conducted by the Neighbourhood Manager for Lancaster West Estate (who is employed by the TMO) the EMB are still the responsible for these activities.
- 3.4 Equalities covers issues such as performance standards setting, ensuring the organisation meets statutory requirements, ensuring the organisations is up to date on equalities best practice.
- 3.5 The EMB provided no evidence that they take responsibility for the issues detailed in 3.4.
- 3.6 These are issues that should be under the control of a governing body, not the managing agent who is responsible for the stock.

### **4.0 Governance**

- 4.1 The EMB's self assessment referred us to the TMO for governance.
- 4.2 They produced no evidence that suggested they made any strategic decisions about the stock they have the right to manage.
- 4.3 Appendix 2 lists the Board meetings that have been arranged since October 2012.
- 4.4 The Board has not had a quorate meeting for a number of months.
- 4.5 This has led to operational decisions not being made and no



strategic oversight in overseeing services on the estate.

- 4.6 An example of this can be seen in relation the organisation not being able to make a decision about accepting leases for the unit where its offices are located, and two other units that are demised to them.
- 4.7 The last AGM took place in December 2012. The meeting did not have the required quorum to ratify any decisions.
- 4.8 This meant the current Board could not be formally ratified at the meeting.
- 4.9 Under these circumstances the Board should have been ratified at the next Board meeting, but they have not been able to do this due to the meetings not being quorate.
- 4.10 Appendix 3 details interviews with two Board members.
- 4.11 The Board members interviewed did not appear to be clear about their roles and responsibilities in relation to leading the organisation.
- 4.12 The Board holds the TMO responsible for the lack of governance control the EMB has, and appears to believe that the TMO has the power to change the quoracy requirements of the EMB; this can only be done by the EMB themselves, in consultation with the Council. A call to the Financial Services Authority in 2012 confirmed that there have been no changes to the EMB constitution in the past 5 years.
- 4.13 The covering letter from the Chair of the Board attached at appendix 1 indicates that the Board considers the TMO to be responsible for all of their responsibilities under the Constitution, including governance arrangements.
- 4.14 The Board member interviews and the Chair's letter both also cite the lack of an agreed MMA as a reason why they are not currently running effectively. The MMA sets out the EMB's responsibilities for overseeing the housing management services on the Lancaster West Estate. The binding document on how the EMB should operate as a Board is the EMB's own Constitution and the Board is not adhering to this and therefore not qualified to perform its responsibilities as set out in the MMA.
- 4.15 The Board has not been functioning as a governing body that can make any meaningful governance decisions.

- 4.16 The Board's lack of productivity has had little impact on the running of estate because, as their self-assessment highlights, the TMO take responsibility for the estate's repairs, housing management, capital works and any other activities that are relevant to the residents of the estate.

## **5.0 Strategic and Business Planning**

- 5.1 The EMB's self assessment referred us to the TMO for Strategic and Business Planning.
- 5.2 No evidence was produced to evidence that the Board plan strategically, or have a structured approach to business planning.
- 5.3 They attributed this to not having a budget to do this.
- 5.4 RBKC staff have attended Board meetings to advise the Board of key strategic issues, but the Board provided no evidence that they had considered these issues or provided a response on behalf of the Board.

## **6.0 Performance Reporting (including data collection)**

- 6.1 The EMB's self assessment referred us to the TMO for Performance reporting.
- 6.2 It noted that performance was reported to the Board by TMO officers at monthly meetings.

## **7.0 Culture and Customer Service**

- 7.1 The covering letter that accompanied the EMB's self assessment stated that there are no issues in relation to culture and customer services.
- 7.2 No further details were provided on this issue.

## **8.0 Risk Management and Audit**

- 8.1 The EMB's self assessment referred the Council to the TMO for Risk Management and Audit.
- 8.2 The covering letter that accompanied the EMB's self assessment

stated that their accounts are independently audited.

8.3 The EMB is an Industrial and Provident society and as such are required to keep their own financial records as a separate entity to the TMO.

8.4 The EMB provided no details of how they manage their finances.

## **9.0 Structure and Staffing**

9.1 The EMB's self assessment referred the Council to the TMO for Structure and Staffing.

## **10.0 Repairs and Capital Works**

10.1 The EMB's self assessment referred the Council to the TMO for Repairs and Capital Works.

## **11.0 Complaints and Longstanding Disputes**

11.1 The EMB's self assessment referred the Council to the TMO for Complaints and Longstanding Disputes.

## **12.0 Staff Training**

12.1 The EMB's self assessment referred the Council to the TMO for Staff Training.

## **13.0 Conclusion**

13.1 Modular Management Agreements are about tenants' right to manage.

13.2 The EMB's decision to exercise their right to manage pre-dates the establishment of the Tenant Management Organisation that has delegated authority to manage the remainder of the Council's housing stock.

13.3 The EMB's constitution states their objectives as follows:



- (a) To carry out the activity of providing housing and any associated amenities on the Lancaster West Estate on behalf of the Royal Borough of Kensington & Chelsea;
- (b) to provide effective management and maintenance of the estate and improve housing conditions;
- (c) to involve the community in decisions made about the estate and so foster a community spirit.

13.4 While the EMB have elected to agree a contract with the TMO for repairs and housing management they are still responsible, and accountable, for the MMA.

13.5 They are not currently making any strategic decisions about the stock that is under their responsibility.

13.6 The Board members that were interviewed showed a real passion for their estate and, as founding members of the organisation, should be acknowledged for their role in exercising the right to manage even before the TMO was established.

13.7 During the interviews with the Board members they acknowledge there needs to be fundamental change with how the Board is run. They did not however identify the Board as the initiators of change and appeared to believe that the TMO would be responsible for this.

13.8 The EMB focus a lot of attention on the perceived lack of an MMA document.

13.9 An MMA is actually in place, it was being reviewed and updated.

13.10 The MMA review has now been completed by a TMO specialist, "Open Communities". They have advised the Council that the document is still generally fit for purpose.

13.11 The original Modular Management Agreement remains within the original Office of the Deputy Prime Minister (ODPM) format so will not require formal approval by the Secretary of State. The changes proposed to the document are:

- Update the Insurance clauses to reflect current procedure - Chapter 1
- Update the Finance Chapter to reflect current procedure - Chapter 5
- Amend the Allocations Section to reflect current procedure - Chapter 6
- Amend monitoring arrangements to reflect current procedure - Chapter 8



- 13.13 The document is currently with the Council and TMO's legal teams for ratification and then will be signed off within the next month.
- 13.14 The EMB should not be using the lack of an up to date MMA as a reason not to govern the organisation effectively.
- 13.15 Their mandate to govern comes from the residents of the estate, and their constitution and they have a responsibility to do govern with or without an up to date document.
- 13.16 This review has found no evidence that the EMB can be viewed as a body that truly represents the majority of resident on the estate.
- 13.17 The review found that there was no intrinsic link between the EMB governance meetings and the running of the Estate.
- 13.18 The Board are struggling to organise a quorate meeting that requires only 6 members to attend.
- 13.19 Despite the fact that the EMB has not been able to arrange a quorate meeting for some time, there has been little or no effect on the running of services on the estate, and no real impact on residents, as services are being effectively delivered by the TMO .
- 13.20 Without significant improvements to the governance of the Board, the Council cannot enter into a new agreement with them and be confident that they would add value to the running of the estate.
- 13.21 The current situation calls in to question whether this Board should be running the estate when there is no evidence that they add any value to the management. This issue should be raised through a vehicle such as an Extraordinary General Meeting.
- 13.22 It is recommended that in accordance with the MMA Vol. 1, Chapter 1, Item 19, the Board is given the attached action plan (Appendix 4) stipulating the action the Board need to take to address the issues raised in this review.
- 13.23 The plan sets clear timescales for action to be taken.
- 13.24 If the Board can not comply with the action plan the Council should in accordance with the MMA serve a breach notice and seek to terminate the MMA arrangement with the EMB.
- 13.25 If the MMA is terminated the EMB may continue as a body but they would no longer have responsibility for the MMA.

## Appendix 2 EMB Board meetings

Date Of Meeting	Quorate Y/N	Comments
16 <sup>th</sup> October 2012	Yes	Meeting went ahead
20 <sup>th</sup> November	Yes	Meeting went ahead
18 <sup>th</sup> December	No - AGM	Meeting went ahead, but decisions could not be ratified because there was not sufficient quorate.
15 <sup>th</sup> January 2013	NO.	Cancelled
19 <sup>th</sup> February	NO	Cancelled
19 <sup>th</sup> March	No meeting	Letter sent in advance of meeting for confirmation of attendance or meeting would be cancelled. Insufficient responses for meeting to go ahead.
16 <sup>th</sup> April	No meeting	Letter sent in advance of meeting for confirmation of attendance or meeting would be cancelled. Insufficient responses for meeting to go ahead.

### **Appendix 3 Validation Visit**

Interviews were arranged with EMB Board members as part of the review process. Face to face interviews were conducted with Virginia Sang and Christine Richer, both of whom have been EMB Board members for around 25 years.

Anthea Durand from the TMO was present as an observer.

The interviews took place on 17<sup>th</sup> March 2013, at the EMB Housing Management offices.

The Board members were asked the following:

**How effective is the EMB as a governing body?**

Both members stated that the Board was not effective.

They believe this is due to the TMO. They were of the view that the TMO had changed the quoracy requirements for Board meetings. This had resulted in the Board not being able to make decisions or govern the organisation effectively.

They believed that the TMO had done this deliberately, as they wanted to take over the running of the estate.

I advised them that the TMO did not have the power to change the quoracy requirements of the EMB as only the governing body could do this.

They were of the view that because the Board had to rely upon the TMO staff to run the Boards meetings, the TMO were able to do this, despite not having the authority.

They also blamed the Council due to the lack of an agreed MMA.

**Can you give me an example of a strategic decision that the Board has made?**

They could not think of an example of a strategic decision the Board had made.

**What is the Board doing to encourage more members?**



They advised that they were in the process of canvassing members for the Annual General Meeting.

They were knocking on the doors of tenants encouraging them to attend the meeting.

**How does the EMB receive information and review it to make decisions about the running of the estate?**

They were of the view that neither the TMO nor the Council provided them with sufficient information.

Since the TMO took over the management of the stock from the Council the control the Board had on the estate had reduced. Leigh Page was the last Council employed manager of the estate and she allowed the Board to make decisions, nothing got agreed without the Board being involved.

Since the TMO took over the Board are not consulted about things that are happening on the estate.

They gave a recent example of some trees that were erected. The TMO asked residents if they wanted the trees, residents said no, but they still went ahead and erected them.

They also gave an example of a play ground that was being built on the estate. A TMO officer was supposed to email them a progress update on but had failed to do so.

They also argued that the Council never provided them with information and kept the Board in the dark about key issues.

They stated that the only person who ever provided them with information was Cllr Judith Blakeman.

I advised them that Gilly Tobin had attended one of the meetings that I was present at and she had discussed asset management and self financing.

They could not recall this happening.

**Can you give examples of things the Board has done in the last 25 years to improve the estate?**

The examples given were:

Fundays  
Christmas dinner

The park  
Activities for the kids.

They could have done more but commented that the TMO had prevented them from doing so.

#### Appendix 4 EMB IMPROVEMENT PLAN 2013

IMPROVEMENT AREA	SUGGESTED ACTIONS	TARGET DATE
<ul style="list-style-type: none"> <li>• Hold an Extraordinary General Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange a date for election</li> <li>• Hold election and elect board members in accordance with the constitution</li> </ul>	2 <sup>nd</sup> August 13
<ul style="list-style-type: none"> <li>• The Constitution must be reviewed to ensure that this is fit for purpose</li> <li>• Clarify the election process as part of this review and remove any ambiguities in relation to the process</li> <li>• Review the complaints process for the Board</li> <li>• Arrange governance training for the Board</li> </ul>	<ul style="list-style-type: none"> <li>• Review TMO and other sample Constitutions and identify best practice</li> <li>• Refer to RBKC for advice on who would be best placed to review the Constitution</li> <li>• Arrange governance training through RBKC</li> </ul>	20 <sup>th</sup> June 13
<ul style="list-style-type: none"> <li>• Review the Code of Conduct for Board Members and carry out Board training</li> </ul>	<ul style="list-style-type: none"> <li>• Review code of practice</li> <li>• Agree at EMB meeting</li> <li>• Sign up all members to the code of practice</li> </ul>	15 <sup>th</sup> July 13
<ul style="list-style-type: none"> <li>• Ensure Board Meetings are carried out in accordance with the Board's Constitution - this will define a process for establishing if the meeting is quorate and tabling</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a protocol for the management of Board meetings – refer to the Constitution and Code of Conduct</li> <li>• Name plates will be used setting out the Board member's title, their electoral status and their voting rights</li> </ul>	20 <sup>th</sup> June 13



## ROYAL BOROUGH OF KENSINGTON AND CHELSEA

adjournments	<ul style="list-style-type: none"> <li>• Accurate records of the meetings and attendance will made</li> </ul>	
<ul style="list-style-type: none"> <li>• Communication protocol and code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Draft protocol with the aim of clarifying how the Board will communicate with each other, ensuring all relevant matters are discussed at Board meetings and not outside of the meetings.</li> <li>• Develop Code of conduct for Board members</li> </ul>	30 <sup>th</sup> August 13
<ul style="list-style-type: none"> <li>• Ensure there is appropriate resident consultation and communication in place</li> </ul>	<ul style="list-style-type: none"> <li>• Review Constitution and include responsibilities of the Board in relation to consultation and communication with members</li> <li>• Look at resident engagement strategy (website, newsletters for minutes and performance information)</li> <li>• Develop Conduct user survey on performance</li> </ul>	15 <sup>th</sup> June 13
<ul style="list-style-type: none"> <li>• Membership ballot</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify when last completed and arrange to re-ballot where required</li> <li>• Review arrangements for recruiting additional members</li> </ul>	15 <sup>th</sup> June 13
<ul style="list-style-type: none"> <li>• Equalities</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify resident profile</li> </ul>	30 <sup>th</sup> August 13
<ul style="list-style-type: none"> <li>• Board training to be provided and this will be mandatory</li> </ul>	<ul style="list-style-type: none"> <li>• Devise Board Training Programme for the Board on completion of the Constitution</li> <li>• This should only be completed when RBKC is convinced a legitimate Board has been elected</li> </ul>	30 <sup>th</sup> August 13

## **Appendix 5 The TMO's Comments**

The TMO have shown a high level of commitment to the EMB, with attendance at meetings by Directors, the Assistant Director of Neighbourhood Management and of Finance, and Project Managers related to regeneration and other issues. Briefings have been provided on local issues, and a detailed financial report is prepared on both HRA and Company accounts at each Board Meeting with an accountant provided to discuss any questions. Questions are rarely, if ever, submitted. Operational performance reports are also prepared for the Board, including summaries of performance at estate level about contractor performance, gas safety, voids and rent collection. Targets are set by the TMO for EMB annual improvement, matching the borough wide targets in the absence of any guidance or challenge from the EMB. The TMO continue to invest resources in the estate, with Housing Regeneration Funding being won at the estate to improve local thoroughfares. This was not a Board led improvement.

The TMO have continued to support the EMB, with substantial resources by the TMO Company Secretary spent meeting the EMB Chair and Board, reviewing the constitution to ensure that the AGM was held in accordance with the rules (despite informal objection from some Board members to this). The Manager of the EMB also has spent considerable time liaising with the Chair and Board about the election and the correct timing and format of documentation.

Dougal Steward EMB Secretary of behalf of the:

Lancaster West Management Board Limited (Mutual Society).

Royal Borough of Kensington & Chelsea Town Hall

Housing

Dated 18<sup>th</sup> June 2013

Your Ref: MMA Report

Dear Mr.A.Marrcha,

Good, day sir, I am Dougal Steward EMB Secretary and I am replying to you on behalf of the EMB Board;

Thank you for your communication, recently received. I would like to draw your attention to the attachment that will show you our AGM timetable with the due date for our AGM to take place on the 30<sup>th</sup> July 2013 it is to be noted that I have been in communication with The TMO and the TMO's Secretary who has kindly assisted me with this process.


The board is as it stands currently reviewing the five year report and has serious reservations about assumptions contained within and we assume that you will inform the council.

The EMB constitution was reviewed over a year ago, as part of our endeavors' to tidy up the MMA. The schedule and the adjustments that we are still awaiting for we are still waiting for I understand stem from the legal dept at RBKC in order to make this into a three way working partnership agreement.

We have not received even the nominal funding which has disappeared and seems not to found its way into the Emb accounts, separate of the general housing account.

All other matters will have to wait until we are again properly constituted (time table attached) and of quorum status.

Yours sincerely

Dougal Steward  
EMB Secretary  




## Election time table

### **21<sup>st</sup> June 2013**

Applications go out to EMB memberships who want to apply to be EMB Board Members! (Delivered by the Estate Inspectors.)

Must be returned to the Office at Grenfell Tower by

**28<sup>th</sup> June 2013**

---

Candidate Board Members forms back out to the member to be signed (Prospective Candidates) Must be returned to the Office at Grenfell Tower by

**8<sup>th</sup> July 2013**

---

Nomination forms to be (Delivered by the Estate Inspectors.) to the Emb Membership and to be signed and return to the Office at Grenfell Tower by

**15<sup>th</sup> July 2013**

---

**EMB AGM on the 30<sup>th</sup> July**

=====

Ms Johnson  
Kensington and Chelsea TMO

Robert Bryans

11/03/2013

Dear Ms Johnson,

I am writing in response to the assessment form. I refer to the point regarding equal opportunities; we do not have or employ staff.

Governance is managed by the TMO. Strategy and Business Planning, we do not have budget control to implement this. Performance reporting is every month at board meeting's, and are presented by the TMO and local staff. There are no issues in relation to culture and customer service.

I refer to risk management and audit. Audit is completed by independent auditors, and the financial function is managed by the TMO. Structure and staffing is completed by the TMO, along with repairs and capital works. There are no complaints and disputes outstanding.

Please note under the MMA Vase, the majority of powers and duties, are devolved to the TMO under the attached schedule. It has been agreed to give us a proper MMA, as the existing one is meaningless, and is not a real agreement. We cannot report if we have no responsibilities. Please can you request the TMO to report their performance, and provide documentation, as we do not have any.

Yours sincerely,

Robert Bryans  
Chair Lancaster West Estate Management Board

**MONITORING FRAMEWORK.**

**SELF ASSESSMENT STENCIL WITH GUIDANCE NOTES.**

**SELF ASSESSMENT STENCIL.**

NAME OF PROVIDER - *R. BRYAN (CHAIR)*

NAME & ADDRESS OF SERVICE/S BEING MONITORED

*LANCASHIRE WARR. ESTATE MANAGEMENT BOARD*

CONTRACT MANAGER

AUTHORISED OFFICER-----



## Appendix 1

<b>1.0 Equal Opportunities Policy and Procedures</b>	
See T.M.O	
<b>1.1</b> Current Position	
<b>1.2</b> Relevant documents	
<b>1.3</b> Improvement measures	
<b>2.0 Governance</b>	
See T.M.O	
<b>2.1</b>	Current Position
<b>2.2</b>	Relevant documents
<b>2.3</b>	Improvement measures
<b>2.4</b>	

## Appendix 1

3.0 Strategic and Business Planning	
3.1	Current position
3.2	Relevant documents
3.3	Improvement measures

## Appendix 1

4.0	Performance reporting T.M.O
4.1	Current position
4.2	Relevant documents
4.3	Improvement measures



## Appendix 1

<b>5.0</b>	<b>Culture and Customer Service</b>
5.1	Current position
5.2	Relevant documents
5.3	Improvement measures

## Appendix 1

6.0	Risk management and audit	T. M. O.
6.1	Current position	
6.2	Relevant documents	
6.3	Improvement measures	

## Appendix 1

7.0	Structure and Staffing	T.N.O
7.1	Current position	
7.2	Relevant documents	
7.3	Improvement measures	



## Appendix 1

8.0	Repairs and Capital Works	T.H.O
8.1	Current position	
8.2	Relevant documents	
8.3	Improvement measures	

Appendix 1

<b>9.0</b>	<b>Complaints and longstanding disputes</b>	<i>T. M. O</i>
9.1	Current position	
9.2	Relevant documents	
9.3	Improvement measures	
<b>10.</b>	<b>Financial Viability</b>	<i>T. M. O</i>
10.1	Current position	<i>HAVE POSITIVE CURRENT LEADERS</i>
10.2	Relevant documents	
10.3	Improvement measures	

## Appendix 1

**2. Stakeholder ( police, safer communities, Residents Groups etc)**  
**Feedback (please list Name & Address of contact person). Submit evidence of feedback received from your stakeholders e.g. minutes of meetings etc**

**3. Please detail any possible risk to the services being provided under the MMA that you have identified**

All



## Appendix 1

--

### 4. Health & Safety Issues

List any issues that may impact on health & safety

T.M.O
-------

### 4. Added Value

Indicate here any added value that you provide will carrying out your obligations under the MMA

T.M.O
-------

Appendix 1

Assessment form Completed By

..... R. BAYANS .....

Job Title

..... CHAIR .....

Date

.....

roger keane

INBOX

CONTACTS

CALENDAR

Re: Confidential update

SEARCH: roger keane

1 2 3

Home

Profile

My mail

Group

Inbox (276)

Drafts

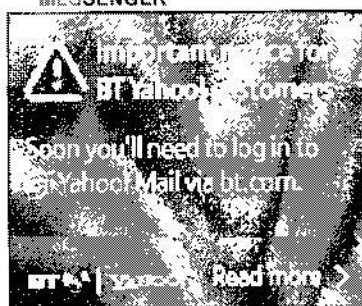
Sent

Spam

Trash

FOLDERS

MESSENGER



## RE: EMB - audited accounts

From: Roger.Keane@rbkc.gov.uk

To: [REDACTED]

2 More

Date: 27 Jun 2013

1 Attachment 12KB Save to

Desktop

Dear EMB Board Members,

Please see attached letter from Mr Steward which he sent in response

I had hoped to try to address this by meeting with the relevant board but has not accepted my offer of a meeting.

As outlined in my email dated 27 June 2013, The Council does not be following their own rules to address the fact that the board membership level required for a quorum. It is the Council's understanding that the arranged to take place on the 30<sup>th</sup> July will not address this issue, for below. We are also of the view that the rules related to nominations are followed.

The Council has issued the EMB with an improvement plan which does require to hold elections and ratify the board membership in accordance with the Constitution. The EMB will not be able to proceed with the overall in Board is not in place that has been correctly appointed. It is vital that ensure that the forthcoming election is held in accordance with the EMB this is not addressed the Council will have the view that the Board is not the improvement plan. The Council will then take the course of action under Section 19 of Chapter 1 to remedy the situation.

Siobhan, can you please arrange for this information to be sent out to who are not included in this email.

Regards

Roger Keane | General Needs Housing Commissioner | Housing Commission  
Housing, Health & Adult Social Care | Royal Borough of Kensington  
Kensington Town Hall, Hornton Street, London, W8 7NX | TEL: [REDACTED]  
Mobile: [REDACTED]

From: Keane, Roger: HS-Housing

Sent: 27 June 2013 16:42



Cc: 'Dougal Steward'; Johnson, Amanda: HHS-Housing; Caliskan, Celia: HHS-Housin  
Subject: RE: EMB - audited accounts

Dear Mr Bryans,

I think it would be best for you, and any board members you feel need meet with Celia Caliskan, my manager, who is the Borough's General Manager and Amanda Johnson, Head of Housing Commissioning. They held to discuss the EMB's financial returns and your response to the Steward's response to the review stated that the board "has serious re-assumptions contained within (it)" so it will be an opportunity to add

The specific things I would like to discuss with you are as follows:

**Response to the review report**

- We do not believe that the meeting you are arranging for the 30<sup>th</sup> July request for you to call a Special General Meeting (SGM), in accordance

I have been advised that you had a 1 ½ hour meeting with Angela Borszekes, Company Secretary and Head of Governance at the TMO. Angela advised you that your constitution states that if the number of members is below the level required for a quorum, the board needs to call a Special General Meeting (SGM) to ensure that new board members are elected. Following the SGM, the board can meet and agree a date for the AGM. Angela advised you that the only agenda item, the election of the board members. The meeting on the 30<sup>th</sup> July has at least two agenda items based on your correspondence (audited accounts, and appointing new board members). It appears you are arranging a SGM. As I understand it a board that is not quorate cannot arrange an

**Audited Accounts**

- The EMB is registered under the Industrial and Provident Societies Act 1965. Please complete the attached form on a yearly basis.

- The EMB's financial year runs from October to September. The TMO have a copy of the accounts for the period October 2010 – September 2011. The next account would be for the period October 2011 – September 2012. This account should be audited, approved by the board, and ratified at the AGM. It is needed to have gone through this process by March 2013 to be in accordance with the constitution.

The letter Mr Steward sent on behalf of the board states you are required to submit audited accounts from your auditors. It also states that you have been exempt from the FCA, but it also seems to be saying that the EMB submitted unaudited accounts to the FCA. The attached return form appears to suggest that unless the board passes a resolution that unaudited accounts are acceptable, you cannot submit unaudited accounts that have been professionally audited. I am therefore confused as to what the letter means where it says "It was at this point I then asked The Housing Corporation for an extension; which was granted until the 31<sup>st</sup> July 2012. I have since then submitted the FCA, well before this" ?

Why would you submit the accounts to the FCA if you are waiting for them from your auditors ?

As it stands at the moment decisions made at the meeting you have agreed will not be valid because the current board does not have the authority and if this is the case the accounts will not be able to be signed off at the moment.

If you would like to meet to discuss this please give me a ring, or email me, at a time that is convenient.

Regards

Roger Keane | General Needs Housing Commissioner | Housing Commissioning Team  
Housing, Health & Adult Social Care | Royal Borough of Kensington & Chelsea  
Kensington Town Hall, Hornton Street, London, W8 7NX | TEL: [REDACTED]  
Mobile: [REDACTED]

Roger Keane | General Needs Housing Commissioner | Housing Commissioning Team  
Adult Social Care | Royal Borough of Kensington & Chelsea | 2nd Floor, Kensington  
Street, London, W8 7NX | TEL: [REDACTED] | Mobile: [REDACTED]

**From:** Keane, Roger: HHS-Housing  
**Sent:** 25 June 2013 09:49  
**To:** [REDACTED]  
**Cc:** Cllr-Blakeman ([REDACTED]), Cllr, Palmer, Matthew; Cllr, Parnham ([REDACTED]); Rumble, Siobhan: RBKC TMO Ltd; Johnson, Amanda: Celia: HHS-Housing  
**Subject:** I W: EMB - audited accounts

Dear Mr Bryans,

Please find the attached letter sent in response to a letter Mr Seward sent me re EMB's financial accounts.

I have attached the letter Mr Steward sent me for reference.

Siobhan, can you please arrange for this information to be sent out to those who are not included in this email.

Regards

Roger Keane | General Needs Housing Commissioner | Housing Commissioning Team  
Adult Social Care | Royal Borough of Kensington & Chelsea | 2nd Floor, Kensington  
Street, London, W8 7NX | TEL: [REDACTED] | Mobile: [REDACTED]

**From:** Dougal Steward [mailto:[REDACTED]]  
**Sent:** 20 June 2013 19:18  
**To:** Keane, Roger: HHS-Housing  
**Subject:** Re: EMB - audited accounts

Please, find enclosed our communication on behalf of the Emb Chair

Your sincerely

Dougal Steward  
EMB Secretary.

On 19 June 2013 10:08, <[Roger.Keane@rbkc.gov.uk](mailto:Roger.Keane@rbkc.gov.uk)> wrote:

Dear Mr Bryans,

Please find attached letter concerning the EMB's financial accounts.

A hard copy of this letter has been sent in today's post.

Regards

Roger Keane General Needs Housing Commissioner Housing Commissioning Team  
Adult Social Care Royal Borough of Kensington & Chelsea 2nd Floor, Kensington  
Street, London. W8 7NX TEL: [REDACTED] Mobile: [REDACTED]

\*\*\*\*\*

The Royal Borough of Kensington and Chelsea.  
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from your computer.

\*\*\*\*\*

--  
Dougal  
[REDACTED]

This e-mail message has been scanned for Viruses and Content and el

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# SOMETHING ROTTEN – THE EMB CRISIS

Reported on 17/10/2017 by [redacted] 17/10/2017

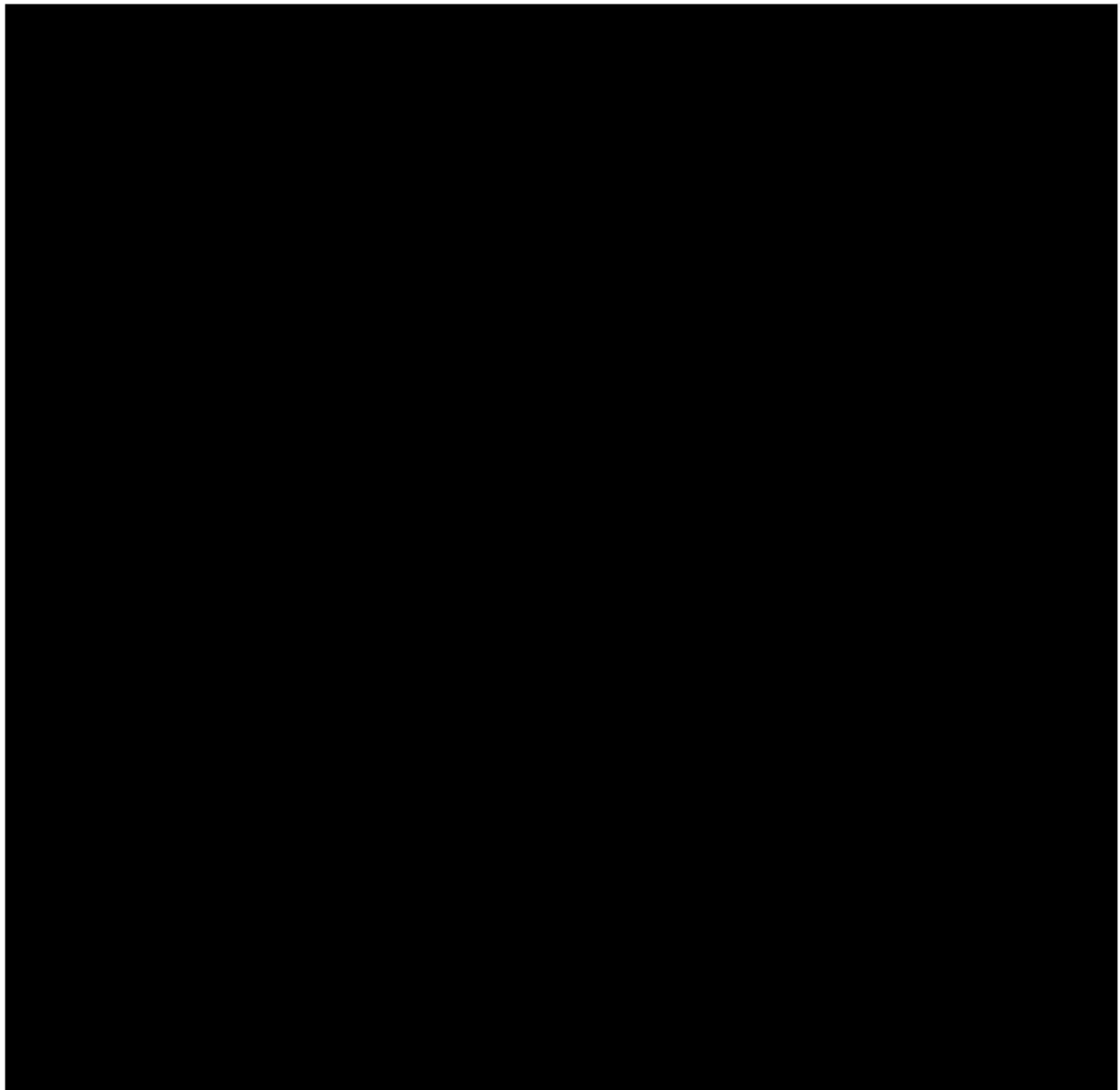


Lancaster west EMB is in crisis. Most residents of the estate know nothing about this because they've been told nothing – in fact they've had little feedback about the activities of the EMB for several years, and it is likely that some residents have no idea what the EMB is, or what it does, for this very reason. Many of you will, however, have noticed that the EMB, which supposedly manages this estate on behalf of its' residents, has been conspicuously silent on most of the major issues that we have faced in recent years. They've had nothing to say about the KALC project, nothing to say about the interminable delays to the Grenfell Tower refurbishment, nothing to say about the recent electrical problems affecting Grenfell tower, or the water supply problems etc etc etc.



The most obvious sign of the current EMB crisis is the simple fact, made public by Councillor Blakeman, that the EMB has not met since last December. This is because it has been inquorate since that time (ie has lacked the minimum number of elected members required to do business). However, this simple fact is just the tip of an iceberg that hides a multitude of other sins – the EMB is secretive to the point of paranoia, but also arrogant, incompetent and corrupt.

## **Corruption – The Baseline Studios Scandal**





## **Secretiveness, Arrogance and Incompetence**

Unhappy with the decision of the Board our whistleblower demanded that the matter be brought to the attention of the Management Association at the AGM which was many months overdue at that time. The board refused. They had cynically decided to withhold from the Management Association all information that would in any way embarrass the EMB, including and especially evidence of serious wrongdoing by the most senior officers of the Board. In our view this course of action was unjustifiable and unprincipled and we strongly believe that those who voted to withhold this information were totally lacking in integrity, and arrogantly betrayed the residents who had elected them, and to whom they were supposed to be accountable for their actions as board members.

Digging deeper into the recent affairs of the Board our whistleblower discovered other disturbing irregularities. There

were signs, for instance, that EMB policy was being decided, not in properly convened and minuted board meetings as it should be, but by an exclusive clique of board members [REDACTED]  
[REDACTED]

A study of the minutes of board meetings also revealed evidence of routine breaches of the EMB constitution, particularly quorum rules – for example many of the board meetings held in 2012 were inquorate. He also noted that embarrassing details, such as the resignation of several board members during 2012, [REDACTED] [REDACTED] were not minuted at all – yet another breach of protocol. Given that the EMB had long since stopped producing newsletters, and that board minutes were the only public record of what they were doing, the net effect of this was to censor and conceal crucial information about the state of the board, and the morale of board members, and to completely isolate the EMB from the community it was supposed to represent.

Things came to a head over the issue of the botched board election and AGM in December 2012. The AGM was attended by only six EMB members, but was declared quorate, and therefore perfectly legal, by the Director of Housing at RBKC. Our whistleblower had made a series of complaints to RBKC on this and related issues. The Council's response was at best ambivalent and at worst hostile, and was clearly biased in favour of [REDACTED]  
[REDACTED] enjoyed the protection and collusion of powerful forces at the TMO and RBKC who were determined



to prop up the corrupt and incompetent EMB regime – presumably for their own ulterior motives. History has now shown the RBKC dismissal of our complaints to have been completely wrongheaded and unjustified, as the EMB has been inquorate since December 2012, and is incapable of functioning at all.

## **So Where Does This Leave Us Now?**

The EMB cannot be a dictatorship. In order for it to function effectively, and to survive through time as a healthy and representative organisation, it is essential that an open, imaginative and effective system of outreach to, and engagement with, the resident community is fostered and nurtured at all times. Without this healthy and open interaction with the community the EMB inevitably becomes isolated and self-serving, the election process increasingly fails to attract the intelligent and competent new intake it needs year on year, and Lancaster West EMB soon degenerates, just as it has done, to become the Lancaster West Zombie.

The current crisis is extremely serious. If the EMB fails the alternative will be a hostile takeover by the TMO, which few here would wish or welcome. Under these circumstances the bona fides of the TMO and RBKC cannot be trusted, and there is good reason to believe that they are conspiring together, as they always have, to undermine and ultimately destroy the EMB in order to facilitate a TMO takeover. Lancaster West residents cannot afford to tolerate or accept this state of affairs and the total disempowerment that it would entail.



**We must come together now, as a community, and organise to resist our enemies both within the EMB and outside of it at the TMO and the Council. In doing so we have every right (ironically) to expect the full support of the Council in reforming and resuscitating the EMB and we should demand that support in no uncertain terms.**

There is no time for procrastination or delay about this. On 25th June the EMB once again sent out election nomination forms to Association Members, but the forms were sent without any additional information that would explain the function of the board, or the crisis it now faces, and the desperate need for quality candidates to step up and volunteer to serve. In other words this is just another repeat of the same negligent and incompetent botching of election and AGM arrangements that caused the current crisis and that the current EMB regime is clearly incapable of changing or improving.

**It's past time we kicked these useless bums out, but in doing so we must also lobby hard for RBKC to provide this community with a programme of information, training and real support which is needed to reform, replenish, and resuscitate the EMB as a competent and truly representative body, fit to manage this estate on behalf of its' residents, and in partnership with the TMO and RBKC.**



Coming soon part two of this expose – called  
“WHO KILLED BAMBI” – in which we will attempt to explain  
the convoluted history of the EMB, and the machiavellian  
intrigue at the root of its’ disempowerment and  
demoralisation



# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENELL TOWER LONDON W11 1TQ

27<sup>th</sup> April 2013

## **Re: Become a member of the Lancaster West Estate Management Board**

Dear Residents,

The Estate Management Board would like to invite you to become a member of the board at our next annual general meeting.

We will therefore be visiting you over the coming weeks to tell you more about what we do and how you can get involved.

We are really keen to have new members so that we can represent everyone on this estate. We work with the TMO and council to ensure that our voices, as residents, are heard when decisions are being made that affect our estate.

If you are interested in becoming a member of the Estate Management Board or would like more information about this, please contact me at [REDACTED] or on [REDACTED]. Please leave your name and contact details and we will get back to you.

I look forward to hearing from you and meeting with you soon.

Kind regards,

A handwritten signature in blue ink, appearing to read "D. Steward", with a long horizontal flourish extending to the right.

**Dougal Steward**  
Secretary of the Lancaster West Estate Management Board

Lancaster West Estate  
London W11

T: [REDACTED]  
F: [REDACTED]  
E: [srumble@kctmo.org.uk](mailto:srumble@kctmo.org.uk)  
D: 11<sup>th</sup> February 2013

Dear Board member,

**RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING**

This is to let you know that the next board meeting will be on **Tuesday 19<sup>th</sup> February 2013** at the EMB Community Hall at 6.30pm.

Please see enclosed the minutes of the last meeting, the agenda items to be discussed and the Neighbourhood and Financial report.

Do not hesitate to contact me if you have any queries. Below is the circulation list.

Thanking you in advance.

**Circulation List**

Robert Bryans  
Hazel Burke  
Virginia Sang  
Beinazir Lasharie

Maria Escudero-Baraza  
Teresa DeFreitas  
Christine Richer  
Dougal Steward

Cllr Judith Blakeman  
Cllr Matthew Palmer  
Cllr William Pascall

Alasdair Manson (TMO)  
Rupa Bhola (TMO)

Yours Sincerely,



**Agenda items**  
**Lancaster West Management Board Meeting**  
**19<sup>th</sup> February 2013**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting agreed
4. Matters arising from the previous minutes
5. Matters arising from AGM
6. Future direction of the board – Amanda Johnson
7. Financial report - Rupa Bhola
8. TMO Update – S. Rumble.
9. Treasury Report – Christine Richer
10. Grenfell Tower update – Paul Dunkerton
11. Any other Business

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2012**

---

**TITLE OF MEETING** Lancaster West Board Meeting – Open Meeting

**Date:** Tuesday 15<sup>th</sup> January 2013

**Venue:** EMB Rooms

---

**Present:**

1. Robert Bryans	EMB Chair
2. Dougal Steward	EMB Secretary
3. Teresa DeFreitas	Board Member
4. Virginia Sang	Board Member
5. Christine Richer	Board Member
6. Maria E-Barbaza	Board Member

**Officers in  
Attendance**

8. Siobhan Rumble	TMO
9. Alasdair Manson	TMO

**Apologies:**

12. Hazel Burke	Board Member
-----------------	--------------

13. Beinazir Lasharie Board Member

14. Cllr William Pascall Board members (Co-opted)

1.0 Unfortunately the meeting was cancelled as it was not quorat

**RE: [REDACTED] windows & planning permission**

Bore, Jonathan: PC-Plan

Sent: 15 February 2013 12:10

To: Cllr-Blakeman

Cc: George, Edward: PC-Plan



Dear Cllr Blakeman

We are not responsible for any delay. All we have done is advise Marc Watterson, the planning agent, what he needed to do to make it through the validation process. We asked for very basic information, no elevations of the buildings, just a plan showing which windows were being replaced, and a basic specification of the proposed windows to be used. Mr George has the details and will be happy to explain further.

Regards

**Jonathan Bore** | Executive Director | Planning and Borough Development

The Royal Borough of Kensington and Chelsea  
Kensington Town Hall, London W8 7NX | [REDACTED]

<http://www.rbkc.gov.uk/planning>Register at MyRBKC to receive alerts about new planning applications and more: [www.rbkc.gov.uk/myRBKC](http://www.rbkc.gov.uk/myRBKC)**From:** Cllr-Blakeman**Sent:** 15 February 2013 10:23**To:** Bore, Jonathan: PC-Plan**Subject:** FW: [REDACTED] windows & planning permission**Importance:** High

Apologies – my PC keeps amending your e-mail address.

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**From:** Cllr.Blakeman@rbkc.gov.uk [mailto:Cllr.Blakeman@rbkc.gov.uk]**Sent:** 15 February 2013 10:21**To:** Jonathan.Bore@rbkc.gov**Cc:** Cllr-Atkinson (R); Cllr-Foreman; Cllr-Coleridge; pdunkerton@kctmo.org.uk**Subject:** [REDACTED] windows & planning permission

Dear Mr. Bore

I am afraid we ward councillors are equally perplexed as to why this inordinate delay is being built into this process.

You must understand that these replacement windows were agreed expressly for the purpose of mitigating the damage to the immediate neighbours of the KALC development project during the works – not after they have been completed.

Can this matter please now be expedited as a matter of urgency?

Many thanks.

Cllr. Judith Blakeman

----- Original Message -----

**From:** Francis O'Connor**To:** Paul Dunkerton**Cc:** Cllr Foreman; Anthony Wilson; Eddie Daffarn; Teresa Miles; Cllr Coleridge; Cllr Blakeman**Sent:** Friday, February 15, 2013 2:04 AM**Subject:** [REDACTED] windows & planning permission

Dear Mr Dunkerton,



I am struggling to make sense of the information you provided yesterday regarding the RBKC demand for multiple planning applications for the window replacement programme in [REDACTED].

My reading of government guidance, and also of the guidance provided on the Council's own website, indicates that the replacement of most of the windows in [REDACTED] should qualify as 'Permitted Development', and should not require planning permission.

<http://www.planningportal.gov.uk/permission/commonprojects/doorswindows>

<http://www.rbkc.gov.uk/planningandconservation/planningapplications/howtomakeanapplication/permitteddevelopment.aspx>

The only exception to this would be the 36 one-bedroom flats in the two blocks occupying [REDACTED] (where I live). However, given that the replacement windows throughout [REDACTED] will be of a uniform design, almost identical in appearance to the windows they will replace, and will obviously meet the specifications required under energy efficiency regulations etc, surely there is an overwhelming case for submitting a 'Certificate of Lawful Proposed Development' to cover these two blocks.

I would be very grateful to you if you could shed any light on what appears to be an extremely perverse attitude which the Planning Department have chosen to adopt with regard to these works. Have you queried, for instance, why a 'Certificate of Lawful Proposed Development' would not suffice for the works which do not qualify as permitted development, and why the Council is insisting on planning applications for the properties which should qualify as permitted development? I can think of no good reason why RBKC should insist on any planning application, let alone multiple planning applications, in this instance.

Yours Sincerely,

Francis O'Connor

\*\*\*\*\*

The Royal Borough of Kensington and Chelsea.  
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is intended for the addressee only. If you receive this in  
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from your computer.

\*\*\*\*\*

**RE: [REDACTED] windows & planning permission**

Paul Dunkerton [pdunkerton@kctmo.org.uk]

Sent: 19 February 2013 15:12

To: Francis O'Connor [REDACTED]

Cc: Eddie Daffern [REDACTED]; Teresa Miles [REDACTED]; Cllr-Coleridge; Cllr-Blakeman; Marc Watterson (IBI Taylor Young (Handforth)) [marc.watterson@tayloryoung.co.uk]; George, Edward: PC-Plan; Rumble, Siobhan: RBKCTMO Ltd

Good afternoon Francis,

Firstly I apologise for any misunderstanding or confusion caused which i take full responsibility for.

I would like to clarify the situation with Planning Application for [REDACTED] windows.

The TMO need to ensure this project follows correct procedures and obtains the necessary approval from Local Authorities as well as procurement rules and guidelines.

Whilst you have suggested that the works are permitted development, the LPA has confirmed that these works do need planning permission.

When contacting RBKC planning department i was advised that window replacement to blocks of flats at [REDACTED] would require planning consent on the basis of Schedule 2 Class A(3) Part(a) of the Town and Country Planning (General Permitted Development) Order 1995 which states that permission would be required if the materials used in any exterior work are not of similar appearance to those used in the construction of the dwelling house. The LPA's view is that the UPVC frames are sufficiently different in material and appearance so would require planning permission.

An evening consultation meeting was held Wednesday, 9th January 2013 with residents from [REDACTED] where I advised of the above information. The meeting was well attended and residents welcomed the project with no concern.

I again contacted the Planning Department for advice on what information is required for the Planning Application. I was informed that each block may require a planning application with elevation drawings and specification on the type of windows accompanied with drawings.

This was obviously more than the TMO had anticipated so we engaged the services of an external consultant from IBI Taylor Young to assist in developing Planning Application on our behalf.

Through IBI Taylor Young's negotiation with RBKC Planning Department an agreement was made to submit two planning applications to match the phasing of the project whereby, and as I advised residents, blocks 1 - 7, 8 - 25, 28 - 43 aim to be completed first with other blocks to follow in phase two.

Planning Applications for both phases have now been submitted and I am sure will be progressed as expediently as possible by the LPA. The TMO, and our consultants IBI Taylor Young, will continue to work with the LPA for a hasty and satisfactory conclusion.

You suggested that a Certificate of Lawful Proposed Development would be more appropriate.

This is not considered suitable on the grounds of the point above. Also having submitted an application for Certificate of Lawful Proposed Development it would be concluded that planning permission is required so the process would take longer.

Also a Certificate of Lawful Proposed Development still requires the same information to be submitted as full planning application, and has the same determination deadline (8 weeks).

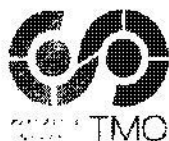
I trust that this clarifies the matter but please do not hesitate to contact me should you have any further queries on this.

Thank you.

Regards  
Paul Dunkerton, Project Manager, Assets & Regeneration Department

[REDACTED]





w: [www.kctmo.org.uk](http://www.kctmo.org.uk)

a: Network Hub, First Floor 300 Kensal Road, W10 5BE

Before printing, please think about the environment

**From:** Francis O'Connor [mailto:[REDACTED]]

**Sent:** 15 February 2013 02:05

**To:** Paul Dunkerton

**Cc:** Cllr Foreman; Anthony Wilson; Eddie Daffarn; Teresa Miles; Cllr Coleridge; Cllr Blakeman

**Subject:** [REDACTED] windows & planning permission

Dear Mr Dunkerton,

I am struggling to make sense of the information you provided yesterday regarding the RBKC demand for multiple planning applications for the window replacement programme in [REDACTED].

My reading of government guidance, and also of the guidance provided on the Council's own website, indicates that the replacement of most of the windows in [REDACTED] should qualify as 'Permitted Development', and should not require planning permission.

<http://www.rbkc.gov.uk/planningandconservation/planningapplications/howtomakeanapplication/permitteddevelopment.aspx>

The only exception to this would be the 36 one-bedroom flats in the two blocks occupying [REDACTED] (where I live). However, given that the replacement windows throughout [REDACTED] will be of a uniform design, almost identical in appearance to the windows they will replace, and will obviously meet the specifications required under energy efficiency regulations etc, surely there is an overwhelming case for submitting a 'Certificate of Lawful Proposed Development' to cover these two blocks.

I would be very grateful to you if you could shed any light on what appears to be an extremely perverse attitude which the Planning Department have chosen to adopt with regard to these works. Have you queried, for instance, why a 'Certificate of Lawful Proposed Development' would not suffice for the works which do not qualify as permitted development, and why the Council is insisting on planning applications for the properties which should qualify as permitted development? I can think of no good reason why RBKC should insist on any planning application, let alone multiple planning applications, in this instance.

Yours Sincerely,

Francis O'Connor

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This e-mail message has been scanned for Viruses and Content and cleared by **MailMarshal**

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Lancaster West Estate  
London W11

T: [REDACTED]  
F: [REDACTED]  
E: [srumble@kctmo.org.uk](mailto:srumble@kctmo.org.uk)  
D: 4<sup>th</sup> January 2013

Dear Board member,

**RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING**

This is to let you know that the next board meeting will be on **Tuesday 15<sup>th</sup> January 2013** at the EMB Community Hall at 6.30pm.

Please see enclosed the minutes of the last meeting, the agenda items to be discussed and the Neighbourhood and Financial report.

Do not hesitate to contact me if you have any queries. Below is the circulation list.

Thanking you in advance.

**Circulation List**

Robert Bryans  
Hazel Burke  
Virginia Sang  
Bernard Shaw  
Maria Escudero-Baraza  
Teresa DeFreitas  
Christine Richer  
Dougal Steward  
Beinazir Lasharie

Cllr Judith Blakeman  
Cllr Matthew Palmer  
Cllr William Pascall

Alasdair Manson (TMO)  
Rupa Bhola (TMO)

Yours Sincerely,

**Agenda items**  
**Lancaster West Management Board Meeting**  
**15<sup>th</sup> January 2013**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting agreed
4. Matters arising from the previous minutes
5. Matters arising from AGM
6. Financial report - Rupa Bhola
7. TMO Update – S. Rumble.
8. Treasury Report – Christine Richer
9. Grenfell Tower update – Mark Anderson/Paul Dunkerton
10. Any other Business

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2012**

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**TITLE OF MEETING**    Lancaster West Board Meeting – Open Meeting

**Date:**                      Tuesday 20<sup>th</sup> November 2012

**Venue:**                     EMB Rooms

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**Present:**

	1. Robert Bryans	EMB Chair
	2. Dougal Steward	EMB Secretary
3	3. Bernard Shaw	EMB Vice Chair
	4. Christine Richer	Board Member
	5. Teresa DeFreitas	Board Member
	6. Maria E-Barbaza	Board Member
	7. Virginia Sang	Board Member
	8. Fatima Bouchama	Board Member

**Officers in  
Attendance**

	9. Siobhan Rumble	TMO
	10. Paul Dunkerton	TMO
	11. Rupa Bhola	TMO
	12. Celia Caliskan	RBKC

- Apologies:**
- 13. Alasdair Manson TMO
  - 14. Mark Anderson TMO
  - 15. Beinazir Lasharie Board Member
  - 16. Hazel Burke Board Member
  - 17. Ivis Wong Board member

1.0 **Welcome and Apologies**

1.1 Introductions.

2.0 **Declaration of Interest**

2.1 No interests to be declared

3.0 **Minutes of the last meeting**

3.1 The minutes of the last meeting were agreed.

4.0 **Matters Arising**

4.1 Members stated under 4.1 AM should have confirmed if being a volunteer on the TMO board allows them to vote and sit through part 2

4.2 DS confirmed he will write to TMO Board for confirmation. RB confirmed that Cllr Blakeman is now a TMO Board Member however RB stated this is nothing to do with them

4.3 VS raised 8.3 and asked if the 12 months referred to the school. PB confirmed it referred to Grenfell Tower.

4.4 VS asked that due to all the boarding what would happen if there was a fire, PD stated that there is not an issue as the exits remain the same.

5.0 **Financial Report**



- 5.1 RB's report was accepted. It was agreed by the board that RB will only need to attend every quarter as there are not enough changes to warrant her attending each month.

6.0 **TMO Update**

- 6.1 SR gave the update on the performance report. SR advised the Board that the Income Manager at the TMO had left the post and due to SR's previous experience she has been asked by the TMO to take over management of the Income team however, remaining to keep her current role as the Lancaster West Neighbourhood Manager until the post is reviewed in March 2013.

- 6.2 VS and CR wanted it noted that they were not happy that I had not asked their approval beforehand. VS and CR also stated they wanted to be made aware of issues like this prior to the board although SR explained that this had only just been agreed and she had spoken to the Chair prior to the Board meeting.

7.0 **Treasury Report**

- 7.1 CR confirmed they have £17,971.24 in their accounts.

8.0 **Grenfell Tower Proposal**

- 8.1 PD confirmed that the application for the GT works has been submitted and they are still looking for approval in December. The displays are still up for viewing in the visitor's room in GT and suggested residents go and have a look.
- 8.2 PD confirmed they have been given feedback from the planners regarding why the canopy was required. PB confirmed its a H&S issues and the residents have asked for it. RB stated that it was put up as a necessity and to support the resident's requirements.
- 8.3 PD confirmed that they are looking at additional CCTV for GT.

9. **Celia Caliskan RBKC update on MMA**

- 9.1 CC circulated copies prior to the start of the meeting. RB stated there is still no suggestions from the council, RB stated MMA from TMO will affect the EMB MMA, the previous draft MMA was illegal and wiped out all their rights. RB urged all members to read it carefully. VS stated she went through the MMA and compared it to the original and it stated it was all in favour of the TMO. RB stated that there were a few items that they should object to 1) the right to represent (this is not delegated to the TMO) 2) there is a grey area in Chapter 2 clause (1) can not give this up to the TMO and this needs to be nailed down and 3) 4.3 consultation delegation to the TMO.
- 9.2 RB has asked members to read it thoroughly and come back with their comments that need changing. CC stated that they should wait until the TMO

have their draft as this includes finance and allocations. RB stated members should avoid a knee jerk reaction.

10. **Any Other Business**

- 10.1 RB asked members to start thinking about who they want for their next Chair as he will be standing down, he is standing aside but happy to assist the new Chair.
- 10.2 CR asked why SR had changed the constitution rules by sending out ballot papers, SR explained that the rules have not been changed they are being followed.
- 10.3 RB informed members that they are entitled to a 3<sup>rd</sup> unit, however they have to sort out what they are doing with the empty unit before pursuing the 3<sup>rd</sup>
- 10.4 RB also stated that members need to start thinking about what they want to use the units for.

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

T: [REDACTED]  
F: [REDACTED]  
E: [srumble@kctmo.org.uk](mailto:srumble@kctmo.org.uk)  
4<sup>th</sup> December 2012

Dear Member,

**NOTICE TO CONVENE THE ANNUAL GENERAL MEETING OF THE  
LANCASTER WEST MANAGEMENT ASSOCIATION LIMITED**

I am writing to inform you that the Lancaster West Estate Management Association Limited **Annual General Meeting** (AGM) will take place on

**Wednesday 19<sup>th</sup> December 2012**

**At 6.30-9pm**

In the Notting Hill Methodist Church Hall

(Large Hall Basement)

240 Lancaster Road

London W11 4AH

**AGENDA**

**Members are asked to pass the following resolutions:**

- 1) Agree minutes of the AGM held on Tuesday 30<sup>th</sup> June 2011
- 2) To adopt the annual accounts for the year ending 30<sup>th</sup> September 2011
- 3) To appoint Richman and Company Chartered Accountants as Auditors until the next AGM
- 4) That the Lancaster West Management Association Limited wishes to continue to manage the Lancaster West Estate under the terms of the Management Agreement with the Royal Borough of Kensington and Chelsea dated 1 August 1993.

**The Board will ratify the election results as voted by the members in a secret ballot and**

- 5) Agree the appointment of the following Elected Board Members:

Hazel Burke  
Christine Richer (re-appointed)  
Beinazir Lasharie  
Teresa DeFreitas

**The Board will appoint the co-opted Board Members**

- 6) Appointment of the following members to serve on the Board as co-opted members with full voting rights until the next AGM

Robert Bryans  
Maria Escudero-Baraza  
Eddie Daffarn

**Members and the Board will note the retirement of Board Members**

- 7) To note the retirement of the Elected Board Member Ivis Wong and co-opted Board Member Fatima Boudafcha from the Board.

- 8) AOB

Please note that the business to be transacted at the AGM shall be that specified in the notice convening the meeting. AOB items must relate to the society's business and not personal matters or others related to your home or estate.

Enclosed are the minutes of the Annual General Meeting held on Tuesday 30<sup>th</sup> June 2011 and a copy of the audited accounts for your information.

Yours faithfully,

Siobhan Rumble  
Neighbourhood Manager  
Lancaster West

**By the order of the Board**



**Agenda items**  
**Lancaster West Management Board Meeting**  
**20<sup>th</sup> November 2012**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting agreed
4. Matters arising from the previous minutes
5. Financial Report – Rupa Bhola
6. TMO Update – S. Rumble.
7. Treasury Report – Christine Richer
8. Grenfell Tower update – Mark Anderson
9. Any other Business

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2012**

---

**TITLE OF MEETING**    Lancaster West Board Meeting – Open Meeting

**Date:**                    Tuesday 16<sup>th</sup> October 2012

**Venue:**                   EMB Rooms

---

**Present:**

1. Robert Bryans	EMB Chair
2. Hazel Burke	Board member
2. Ivis Wong	Board Member
3. Virginia Sang	Board Member
4. Christine Richer	Board Member
6. Edward Daffern	Board Member
7. Teresa DeFreitas	Board Member
8. Beinazir Lasharie	Board Member
9. Maria E-Barbaza	Board Member

**Officers in  
Attendance**

10. Siobhan Rumble	TMO
11. Alasdair Manson	TMO
12. Mark Anderson	TMO
13. Rupa Bhola	TMO
14. Cllr Blakeman	Board member (Co-opted)

15. Paul Dunkerton	TMO
13. Gillian Tobin	RBKC
14. Roger Keane	RBKC
15. Sarah Tesaliike	RBKC
16. Judith Blakeman	Co-opted Member
17. William Pascall	Co-opted Member

<b>Apologies:</b>	18. Bernard Shaw	EMB Vice Chair
	19. Dougal Steward	EMB Secretary

## 1.0 **Welcome and Apologies**

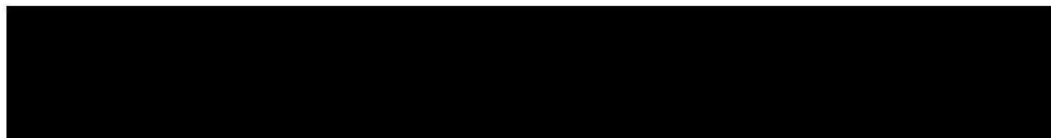
### 1.1 Introductions.

## 2.0 **Declaration of interest**

### 2.1 The use of

### 2.2

2.3



**3.0 Minutes of the last meeting**

3.1 The minutes of the last meeting were agreed.

**4.0 Matters Arising**

4.1 Cllr B asked who would volunteer under 6.2. AM stated the position would be that of an observer as there no vacancies on the TMO board. ED volunteered to observe. There was some discussion as to this space having a right to vote. AM stated he would confirm if there was a designated place on the board for an EMB member to vote.

4.2 VS asked if we are to do satisfaction surveys for the handyman why do we not do these for Morrison's (now Wilmot Dixon) MA confirmed sample surveys are carried out for contractors.

**5.0 Financial Report**

5.1 RB stated this was the half year report and budgets were in line with actual. The HRA invoices have now started to come in and there were no issues to report. RB confirmed they were in the process of drafting the 2013/14 budgets and will bring to the next meeting.

5.2 Cllr B pointed out the surplus in 4.4, RB confirmed this is the HRA budget, rent collected on Lancaster West. RB also stated that if Lancaster West under spend the surplus goes into the LW budget and there is currently 101k in there.

**6.0 TMO Update**

6.1 AM gave the update on the performance report.

**7.0 Treasury Report**

7.1 CR confirmed that the treasury have £16,948.00.

**8.0 Grenfell Tower Proposal**

8.1 VS stated that she did not understand the information that was distributed by RBKC and KALC. MA stated that this was not to do with Grenfell Tower however was happy to take the question. MA confirmed KALC are based on site and would be happy to meet with residents to discuss any issues they may have. MA will take this back to KALC.

8.2 RB said from the plan it raised an issue of the barrier running across the archway. MA stated the playground will be closed off but not the archway and there will be a walk through.



- 8.3 MA confirmed the application has been submitted, the planning committee will take place in December and if agreed the works will commence on site in February 2013. The works are scheduled to last approximately 12 months however there is lots of detail still to be discussed with residents.
- 8.4 Members raised the issue of fire safety, MA confirmed KALC do not impact on the Grenfell Tower.
- 8.5 Cllr B asked for an update on Verity Close, MA stated they were aware of issues of structure of windows, further to a survey recommendations were put to RBKC to agree to replace, this has been agreed and residents have been written to. The works are to be completed by March 2013.

9. **Gillian Tobin – Stock Investment/Regeneration**

- 9.1 GT introduced herself and wanted to make the EMB aware how RBKC are looking at investing in the whole of RBKC stock which LW is apart. GT stated that due to changes in government regarding the council being allowed to keep the monies from the rents collected they need to be looking at a 30 year plan and they are working with the TMO and looking at the options. This will show we need to put a lot of investment into our stock. They are currently getting independent advice. There are two consultants, Savills and Rand Associates, a report is due in a few weeks and the final report by Christmas. GT just wanted to make members aware of what is happening.
- 9.2 RB and Cllr B stated that they went through this same process before and wanted to know what happened to those reports.

10. **Any Other Business**

- 10.1 MA introduced PD project Manager for Grenfell Tower. CR asked if we could do introductions at the start of the meeting in future. All agreed.
- 10.2 RB stated that some residents felt that we were taking an aggressive approach to arrears recovery. SR explained that we will do all we can to help and support residents to sustain their tenancies however if the rent remains unpaid we have to escalate as per the policy.

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

Lancaster West Estate  
London W11

T: [REDACTED]  
F: [REDACTED]  
E: [srumble@kctmo.org.uk](mailto:srumble@kctmo.org.uk)  
D: 9<sup>th</sup> October 2012

Dear Board member,

**RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING**

This is to let you know that the next board meeting will be on **Tuesday 16<sup>th</sup> October 2012** at the EMB Community Hall at 6.30pm.

Please see enclosed the minutes of the last meeting, the agenda items to be discussed and the Neighbourhood and Financial report.

Do not hesitate to contact me if you have any queries. Below is the circulation list.

Thanking you in advance.

**Circulation List**

Robert Bryans  
Hazel Burke  
Virginia Sang  
Bernard Shaw  
Ivis Wong  
Christine Richer  
Dougal Steward  
Edward Daffarn  
Beinazir Lasharie  
Fatima Boudafcha  
Teresa DeFreitas  
Maria Escudero-Baraza

Cllr Judith Blakeman  
Cllr Matthew Palmer  
Cllr William Pascall

Alasdair Manson (TMO)  
Rupa Bhola (TMO)

Jubilee Parks →

Geraldine  
Christine  
Angela  
Teresa

Agenda items  
Lancaster West Management Board Meeting  
16<sup>th</sup> October 2012

1. Welcome and Apologies
2. Declaration of interest
3. Sarah Muluta – Lease of Baseline Units
4. Minutes of the last meeting agreed
5. Matters arising from the previous minutes
6. Financial Report – Rupa Bhola
7. TMO Update – A. Manson.
8. Treasury Report – Christine Richer
9. Grenfell Tower update – Mark Anderson
10. Gillian Tobin – Stock Condition Survey/Regeneration
11. Paul Harvey – Presentation on Safe store planning application
12. Any other Business

→ Roger Keane  
Mark Anderson to advise  
Revised draft MMA to be presented  
to the Board  
Celia Calisker & Amanda Johnson

Paul Dunkerton Project Manager  
Dec PAC Feb start – 12 months  
30 years plan  
more info in March

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2012**

---

TITLE OF MEETING    Lancaster West Board Meeting – Open Meeting

Date:                      Tuesday 17<sup>th</sup> July 2012

Venue:                    EMB Rooms

---

**Present:**

1. Robert Bryans	EMB Chair
2. Hazel Burke	Board member
2. Ivis Wong	Board Member
3. Virginia Sang	Board Member
4 Christine Richer	Board Member
6. Edward Daffern	Board Member
7. Teresa DeFreitas	Board Member

**Officers in  
Attendance**

8. Siobhan Rumble	TMO
9. Cllr Blakeman	Board member (Co-opted)
10. Rupa Bhola	TMO
11. Amanda Johnson	RBKC



<b>Apologies:</b>	12. Bernard Shaw	EMB Vice Chair
	13. Alasdair Manson	TMO
	14. Mark Anderson	TMO
	15. William Pascall	Board member (Co-opted)
	16. Dougal Steward	EMB Secretary
	17. Beinazir Lasharie	Board member

1.0 **Welcome and Apologies**

1.1 Introductions.

2.0 **Declaration of interest**

2.1 No interest to be declared.

3.0 **Minutes of the last meeting**

3.1 The minutes of the last meeting were agreed.

4.0 **Matters Arising**

5.0 **Financial Report**

- 5.1 RB stated there were no major variances fir the board to worry about. RB asked if there was any movement to speed up the invoicing process, RB stated that we chase invoices however there is a backlog due to Morrison's.
- 5.2 RB asked if Morrison staff will be tuped to Wilmot Dixon, RB stated that due to legislation the staff will be tuped.
- 5.3 RB stated that there is a new screen up at the hub to show amount of jobs raised etc.

6.0 **RBKC Update**

- 6.1 AJ introduced herself and gave an explanation of her responsibilities and delegation for the TMO. Discussion as had around the MMA document, AJ advised this was a complex document that is currently being reviewed by staff. AJ looked at document with EMB he has stated there will be a new agreement in line with the TMO policies and procedures. The two main differences were complaints and reserves. It was agreed that the TMO were looking to get sign off of this document in the autumn and then be presented to the EMB for consideration.
- 6.2 there were discussions between ED and AJ around some of the content of the document; this will be reviewed in the draft document.
- 6.3 there was a statement from RB that he wanted a member to represent the EMB on the TMO Board, Cllr B stated we should nominate someone at the next meeting.

#### **7.0 TMO Update**

- 7.1 SR gave the update on the performance report. All was received well.

#### **8.0 Treasury Report**

- 8.1 CR confirmed she has a copy of the audit and will pass to SR.
- 8.2 it was confirmed that the treasury have £15,866.24 and no outstanding bills. £944.00 was for the fun day. The company they paid for the bouncy castle was refusing to refund their money following the cancellation, they asked SR to assist.

#### **9.0 Grenfell Tower Proposal**

- 9.1 A meeting was held with the nursery manager. She was happy with the proposal however raised a few concerns that she would like answers to. They were around decanting when works start, she stated that ofsted will have rules on outside space.
- 9.2 It was stated that meetings were being held every Thursday for a period of 5 weeks for residents to come and have their say and input into the plans/design. At the meetings there were samples of glazing materials, designs of the options for the windows and the proposed heating system.

#### **10. Any Other Business**

- 10.1 RB stated that if any of the members are receiving complaints then these need to be directed to SR and not brought to the meeting and also stated that as board members they do not have the individual rights to complain on behalf of the board. RB stated that he did not want SR bombarded with individual complaints.
- 10.2 RB stated that members also need to go through the correct channels to report repairs as they do not have special rights being a board member.

- 10.3 RB stated that the handyman's role is in progress with SR and he will not hear anymore until the outcome. RB stated if there are complaints with regards to handyman role then he wants facts and evidence to back this up.
- 10.4 VS confirmed that under 9.8 of the minutes, the fire door has been fixed.
- 10.5 RB stated that as quick as these doors are fixed they are broken again.

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

**Agenda items**  
**Lancaster West Management Board Meeting**  
**17<sup>th</sup> July 2012**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting agreed
4. Matters arising from the previous minutes
5. Financial Report – Rupa Bhola
6. TMO Update – A. Manson.
7. Treasury Report – Christine Richer
8. Grenfell Tower update – Mark Anderson
9. Any other Business

*MMA Amanda Johnson*



Lancaster West Estate  
London W11

T: [REDACTED]  
F: [REDACTED]  
E: [srumble@kctmo.org.uk](mailto:srumble@kctmo.org.uk)  
D: 13<sup>th</sup> June 2012

Dear Board member,

**RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING**

This is to let you know that the next board meeting will be on **Tuesday 26<sup>th</sup> June 2012** at the EMB Community Hall at 6.30pm.

Please see enclosed the minutes of the last meeting, the agenda items to be discussed and the Neighbourhood and Financial report.

Do not hesitate to contact me if you have any queries. Below is the circulation list.

Thanking you in advance.

**Circulation List**

Robert Bryans  
Hazel Burke  
Virginia Sang  
Bernard Shaw  
Ivis Wong  
Peter Martindale  
Christine Richer  
Dougal Steward  
Edward Daffarn  
Beinazir Lasharie  
Fatima Guenouni  
Teresa DeFreitas  
Maria Escudero-Baraza

Cllr Judith Blakeman  
Cllr Matthew Palmer  
Roger Moore (RBKC)  
Alasdair Manson (TMO)  
Rupa Bhola (TMO)

Yours Sincerely,

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2012**

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**TITLE OF MEETING** Lancaster West Board Meeting – Open Meeting

**Date:** Tuesday 26<sup>th</sup> June 2012

**Venue:** EMB Rooms

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**Present:**

1. Bernard Shaw	EMB Vice Chair
2. Dougal Steward	EMB Secretary
3. Ivis Wong	Board Member
4. Virginia Sang	Board Member
5. Hazel Burke	Board Member
6. Edward Daffern	Board Member
7. Teresa DeFreitas	Board Member

**Officers in  
Attendance**

8. Siobhan Rumble	TMO
9. Alasdair Manson	TMO
10. Cllr Matthew Palmer	Board Members (Co-opted)
11. Cllr William Pascall	Board members (Co-opted)

**Apologies:**

12. Robert Bryans	EMB Chair
-------------------	-----------

13. Rupa Bhola TMO

14. Beinazir Lasharie Board Member

1.0 **Welcome and Apologies**

1.1 Introductions.

2.0 **Declaration of interest**

2.1 No interest to be declared.

3.0 **Minutes of the last meeting**

3.1 There were a few amendments made to the minutes of the last meeting with regards to 8.1. ED asked that the minutes were updated to reflect that it was the residents forum that did not want Grenfell Tower to look like the Academy, The minutes of the meeting held on the 17<sup>th</sup> of April 2012 were agreed by the board.

4.0 **Matters Arising**

4.1 ED feels that the consultation is unsatisfactory.

4.2 VS stated that there was a rumour that the flats were going to be demolished, AM stated that this was nothing more than a rumour. VS asked if a letter could be sent to residents confirming that the flats were not going to be demolished. AM stated that this would not be the right way to deal with this, however suggested that we need to consult on the investment.

4.3 Members raised the issue of cyclical decorations, MA agreed to send the decoration programme of kitchen and bathrooms to the EMB members

4.4 Members raised the continuing issue of dogs using station walk as a toilet, members asked for cameras and more lights. Councillor Palmer stated that he has an initiative with regards to dog fouling; this is down to irresponsible dog owners. Councillor Palmer stated this is a number 1 issue that councillors are dealing with. Members asked about fining the people responsible, Councillor Palmer stated that for a person to be fined a PCSO has to witness the breach. Dog waste bins were discussed, SR confirmed that the issue is with disposal, Councillor Palmer confirmed that as this is classed as clinical waste and the costs are very expensive, however people can put dog waste in a bag and dispose of this in a normal bin. AM stated that the most successful areas have dog bag dispensers and bins, this was discussed however it was agreed not to have dog bag dispensers at the top of station walk as it would look like we are accepting and agreeing that people will use station walk as a



dog toilet. Councillor Palmer agreed to speak to the ward sergeant and ask for PCSO's to do enforcement patrols at station walk, it was suggested that residents also get involved with this and work out a rota with the PCSO's.

## **5.0 Financial Report**

- 5.1 SR confirmed that if there were any questions for Rupa Bhola SR would take these back to Rupa, no questions were asked.

## **6.0 TMO Update**

- 6.1 AM circulated the new Neighbourhood Manager Progress report, the purpose of this report is to advise the EMB members of progress in key areas, i.e. anti social behaviour, maintenance, rent income and housing regeneration. AM asked for comments from EMB members as to whether they felt this report was useful and something they would like each month. Members were asked to feedback comments.
- 6.2 The regular Area Review Performance report was circulated.

- 7.0 **Treasury Report** – CR was not at the meeting therefore there was no treasury report

## **8.0 Grenfell Tower Proposal**

- 8.1 MA offered his apologies as he was unable to make the meeting, MA stated that we are intending to hold weekly resident drop in sessions for Grenfell Tower and meetings with all interested groups.

## **9.0 Any Other Business**

- 9.1 VS stated that the flyers that were handed to the estate supervisors were not delivered, however some members confirmed they did get the flyers, I confirmed to members that it is the responsibility of the RA to deliver their flyers and not the estate supervisors however having said that we will always assist if they need our help as we indeed did.
- 9.2 HB stated that residents in Barandon are still experiencing problems with the communal aerial. AM stated that this would be followed up.
- 9.3 Recycling bags – Councillor Palmer said the council still provide the bags. SR to get a supply for residents
- 9.4 DS stated that feedback he gets from residents about the handyman's performance is that he does not do his job. DS wanted it confirmed who the handyman was employed by, AM confirmed the TMO. DS feels the handyman has not fulfilled the role.
- 9.5 AM stated that the board can look at this and if people are unhappy or if there is a general feeling of unhappiness then this can be looked at. AM said that we should be looking to resolve any issues that have arisen.



- 9.5 BS asked for a democratic vote if EMB members want AM and SR to look into the role of the handyman.
- 9.6 members would like us to look at both the competency skills and customer service skills associated with this role. They would like us to take on board these issues and deal with them.
- 9.7 members asked for the number of jobs that the handyman carries out, whether residents were satisfied and whether the jobs were done on time.
- 9.8 IW stated that Hurstway 500's fire exit door does not close properly.
- 9.9 VS asked if Karim could be brought back to Lancaster West, AM stated that the changes were a board decision.
- 9.10 A member asked whether the works to Talbot house had been finished and if so whether the locks would be removed from the communal garden. SR to check.
- 9.11 ED asked if asbestos reports had been done for Grenfell Tower as he wanted assurance that this will be taken into account. MA confirmed that this is in hand.
- 9.12 members asked why it is taking so long for the MMA to be sorted out, I confirmed that there is now a designated person in RBKC legal going to handle this however RB has not been contacted as yet.

11.0 **Date of next meeting:** Tuesday 17<sup>th</sup> July 2012.

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

# Report

## Lanc West 1

### Re: Observations

Following a complaint of no hot water to the estate.

Saturday 14<sup>th</sup> July 2012

An out of hours call was generated to Cofely at 08:30 and the engineer arrived at 09:30 and found that all 3 boilers were out of service. Boiler 1 had taken direct water hit following a leak from pipe work in the roof slab which had taken out the Rayauto flame control box. The leak had also taken out the fan blower to the gas supply to the boiler.

Boiler 2 had been partly flooded and as a result the electrical control to energise the rotary fan blower was now damaged so we are now unable to use the boiler.

Boiler 1 had lost its HT line and transformer so it was agreed that the parts could be robbed from boiler 2. Once fitted boiler 3 was up and running by 15:00 hours.

Sunday 15<sup>th</sup> July 2012

A out of hours call was generated to Cofely at 09:00 and the engineer attended and at 12:00 hours the Cofely engineer called me to say he was unable to restore any boilers as the main control panel had blown a fuse and shut down. It was also suspected that one of the 3 phase supply had been lost through water damage. I stayed on the phone and we tried a number of options but any fuse that we changed just blew. We decided that we would allow the water to dry out and return. I called Trevor our electrical engineer and his call out electrician and Cofely engineer attended at 19:00 hours and we continued to try to restore the supply until 22:10 hours by which time the main gas valve had lost its supply. I informed Trevor and Pinnacle out of hour's service of the lack of hot water to the estate.

Monday 16<sup>th</sup> July 2012

I arrived on site at 07:30 in attendance with 2 Cofely engineers and we set about looking at ways to restore boiler 3 and by refusing and swopping relays we were able to restart the power supply to boiler 3. We still had no gas supply as the main gas valve had now electronically shut down and had no power supply to reopen. We isolated boiler 1 gas electrical line as it was thought that the board was the cause of the shut down and then put power on to the main valve and the manually reset the local gas isolator as it also had tripped. We restarted boiler 3 at 08:15 hours. The electrical engineers and Trevor were also in attendance.

At this stage we will need to look at the following repairs

Leak to boiler room to be made good

Main control panel new fuse and relays as required circuits to be test for any water damage

Boiler 1 Rayauto flame to attend and check control panel also when dry a further investigation to inspect all controls

Gas fan blower to be inspected following water damage

Boiler 2 Check rotary blade and controls (Rayauto flame to attend)

New HT lead and transformer

New Programmer

Boiler 3 General PPM checks

Alan Crawford

17/07/201

**Agenda items**  
**Lancaster West Management Board Meeting**  
**26<sup>th</sup> June 2012**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting agreed
4. Matters arising from the previous minutes
5. Financial Report – Rupa Bhola
6. Agree sub group – Grenfell Works
7. TMO Update – A. Manson.
8. Treasury Report – Christine Richer
9. Grenfell Tower update – Mark Anderson
10. Any other Business



Lancaster West Estate  
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D: 8<sup>th</sup> May 2012

Dear Board Member,

**RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING**

This is to let you know that the reconvened special board meeting will take place on **Tuesday 15 May 2012** at the EMB Community Hall at 6.30pm.

Please see enclosed the minutes of the last meeting, the agenda items to be discussed and the Neighbourhood and Financial report.

Do not hesitate to contact me if you have any queries. Below is the circulation list.

Thanking you in advance.

**Circulation List**

Robert Bryans  
Hazel Burke  
Edward Daffarn  
Virginia Sang  
Bernard Shaw  
Ivis Wong  
Peter Martindale  
Christine Richer  
Dougal Steward  
Beinzir Lasharie

Cllr Judith Blakeman  
Cllr Matthew Palmer  
Cllr Will Pascall

Alasdair Manson (TMO)  
Rupa Bhola (TMO)

Yours Sincerely,

Agenda items  
Lancaster West Management Board Meeting  
15<sup>th</sup> May 2012

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting agreed
4. Matters arising from the previous minutes
5. Financial Report – Rupa Bhola
6. TMO Update – A. Manson.
7. Treasury Report – Christine Richer
8. Grenfell Tower proposals – Mark Anderson
7. Any Other Business

*29 May CMB  
open session  
for all residents  
submit Jilly planning appen*

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2012**

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**TITLE OF MEETING**    Lancaster West Board Meeting – Open Meeting

**Date:**                    Tuesday 17<sup>th</sup> April 2012

**Venue:**                   EMB Rooms

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**Present:**

1. Bernard Shaw (BS)	EMB Vice Chair
2. Dougal Steward (DS)	EMB Secretary
3. Christine Richer (CR)	Board Member
4. Virginia Sang (VS)	Board Member
5. Hazel Burke (HB)	Board Member
6. Ivis Wong (IW)	Board Member
7. Edward Daffern (ED)	Board Member
8. Beinzir Lasharie (BL)	Board Member

**Officers in  
Attendance**

9. Siobhan Rumble	TMO
10. Mark Anderson	TMO
11. Cllr Judith Blakeman	Board Members (Co-opted)
12. Cllr Matthew Palmer	Board Members (Co-opted)

**Apologies:**

13. Alasdair Manson	TMO
14. Robert Bryans	EMB Chair
15. Rupa Bhola	TMO
16. Cllr Pascall	Board Members (Co-opted)

**1.0 Welcome and Apologies**

1.1 Introductions.

**2.0 Declaration of interest**

2.1 No interest to be declared.

**3.0 Minutes of the last meeting**

3.1 The minutes of the meeting held on the 12<sup>th</sup> of March 2012 were agreed by the board.

**4.0 Matters Arising**

4.1 Ms Beinzir Lasharie was voted on as a Board member at the previous meeting however this was not reflected in the minutes, apologies were given and Ms Lasharie has now been added to the circulation list.

4.2 CR stated that she had expressed a desire to better understand the role of the Handyman, however there was no mention of this in the minutes. CR has requested that the Handyman's job description is brought to the next meeting.

4.3 CR stated that they wanted an area of the communal space to attract birds and bees however has been told this is not possible. CR will bring this to the ARB meeting.

4.4 VS stated that the licence for the Moroccan School had yet to be signed however wanted to raise the issue if they should be charged. Although it states in the licence they will be charged £30.00 per week VS thought this was unfair as they are offering a free service to the community. It was agreed that a vote would take place and 5 to 2 voted in favour of not charging the Moroccan school for use of the EMB room. It was suggested we ask them for a donation instead. It was agreed that the EMB would retain the £300.00 deposit in case of future damage. SR to amend the licence and send to VS.

**5.0 Financial Report**



- 5.1 SR stated that The financial report for the year ending 31<sup>st</sup> March 2012 was not available as yet and draft figures for the year will be available for the May board along with April's figures.

6.0 **TMO Update**

- 6.1 **Repairs and Gas Safety**: SR briefed the Board about the repairs and maintenance contractor, Morrison, serving notice to end the contract. The Board welcomed this news. MA advised that temporary arrangements would be put in place whilst the TMO procured a replacement service. Interviews for the temporary arrangements had taken place today (17th) with potential contractors from a shortlist to determine the most suitable contractor to deliver the repairs and maintenance service for the next 11 months. There were concerns from members as to what happens to unfinished works by Morrison and MA confirmed that this will be discussed and agreed with Morrison and the new interim contractor. Members also asked whether having changed contractor would we end up with the same staff as this is felt to be the main problem and in effect means that nothing changes. MA confirmed that due to TUPE legislation the new contractor is obliged to take on staff that have rights under this legislation but assured the Board that the TMO and its advisors will ensure the contract places an onus on the interim contractor to manage performance and service standards.
- 6.2 **Customer Service Centre**: SR informed the board that the percentage of calls abandoned by the call centre exceeded the target limit of 10% for the first time in February. This was due to a weekend heating systems failure in one of our residential blocks, impacted further by a loss of service provision by our out of hours call out service on the same evening.
- 6.3 **Empty properties and relets**: SR informed the Board that the number of properties standing empty in Lancaster West has remained steady with the peak of seven in July of 2011. This reflects the general trend across the TMO in the reduction of the number of empty properties.
- 6.4 **Rent Collection and Arrears**: SR informed the board that the rent collection rate for Lancaster West ended February 2012 at 99.64%, this was down on 99.77% in January. SR stated that both teams are taking a proactive approach to income recovery work. The Paris browser software was introduced in January which allows staff to take rent payments direct over the phone and from January to date collectively we have together taken £85,777.12 using this method.
- 6.5 **Grounds Maintenance and Cleaning**: SR informed the board that Lancaster West meet on a monthly basis with EMB board members and the contractors to discuss ground maintenance and cleaning issues.
- 6.6 **Anti-Social Behaviour**: SR informed the board that Lancaster West is taking a proactive approach to ASB and will visit most cases as soon as the



information comes in. SR confirmed that she now meets with the police and the manager of the children's home on a monthly basis to discuss issues and work on a plan as to how we will work together going forward on issues like the Notting Hill carnival and the Olympics. Members stated that there were no problems on Lancaster West when the carnival is on and that there was a waste of resources. SR stated that if discussions are being had with the police and the children's home with regards to the carnival and these would be reported back for discussion at the board

- 6.7 **Complaints:** SR informed the board that complaints are steady at around 20 per month.

7.0 **Any Other Business**

- 7.1 VS stated that the reason residents do not complain is due to nothing having been done about their complaints in the past. Members did state that since SR has been in post they feel positive that matters get dealt with. MA stated that a new complaints team was recently set up and complaints are taken seriously. Members stated that they were not aware of a complaints team being set up and no information had been distributed. It was stated that information went out in the link however some members stated that no one reads the link. Members asked if a member of the complaints team could attend the next board and explain how they work.
- 7.2 Cllr Palmer stated that complaints seem to be a big issue therefore they will compile a list of complaints at the end of the meeting and SR will update at next meeting
- 7.3 DS stated that when speaking to the repairs team at the Hub they are arrogant and residents have to wait in all day for a repair, DS wanted to know why they could not have an hour slot. MA stated emergency repairs are dealt with in 2 hours, urgent is dealt with in 24 hours and residents are given an AM or PM appointment. MA stated that other Local Authorities have tried giving an appointment for 2 hour slots and this has not worked, other local authorities have tried 3 hour time slots and these seem to work, MA stated that the TMO is looking to improve the current AM/PM time we offer.
- 7.4 Cllr Blakeman asked if everyone received a copy of the invite to the exhibition that coming Thursday, some stated they had, SR confirmed that the Estate Supervisors also put the invites/leaflets in the notice boards.
- 7.5 CR asked if the Treasury Report can be an agenda item on future meetings.
- 7.6 CR advised members that there is a training committee skills event on 24<sup>th</sup> May 2-5 and 6-8.30.
- 7.7 CR handed SR a copy of the OAP's Christmas Party List and asked for this to be distributed to all members with the next board papers.
- 7.8 DS asked SR to contact KM to ask for the books on how to apply for grants to be handed back

- 7.9 IW asked if all the doors at Clarendon could be checked as they do not seem to close.
- 8.0 VS stated that there are parties in the Resource centre and we should not allow parties. SR stated that there needs to be criteria for the use of the Resource centre and the EMB room and SR would then implement. Members to put together criteria.
- 8.1 DS asked BS for an update on the MMA agreement, BS stated that RB has the document however was off so there is no update as yet however BS stated that members will be contacted shortly as RB wanted them to all meet privately to discuss.
- 8.2 DS raised concerns that they have been waiting to see this document for a while now, BS to feedback concerns to RB.
- 8.3 SR highlighted the need for recruiting new board members, DS had asked SR to write a letter to all members, SR explained that she had spoken with TMO staff and external staff about the best ways to recruit new board members and was advised that a letter drop was not the best way to do this. SR suggested this be added to the agenda item for the next board meeting
- 8.4 MA update on Grenfell Tower – MA informed members that he had taken a paper to the TMO Board for consent to submit a housing regeneration bid for Grenfell Tower and that the TMO Board had approved this. The proposal will now be considered by RBKC's Cabinet in May.  
The proposal includes; improving the thermal efficiency of the tower, over-cladding the exterior, replacing the windows, improving the communal entrance, rationalising the office arrangements and providing additional family sized flats to the former Children & Family Services office areas. MA confirmed that following the survey done of Grenfell Tower residents that the outcome was that 61% of residents were in support of the proposals to regenerate the tower.

MA advised that it is hoped to link the project to that of the adjoining Kensington Academy & Leisure Centre (KALC) taking advantage of joint procurement, project timing, design team and contractor input and asked the Board for a steer as to how we now engage with the Board, Residents and Stakeholders. MA confirmed the timeline is very tight as the Planning Application for the Academy will be submitted very soon and we are mindful that residents and Councillor Coleridge, subject to funding approval by RBKC Cabinet, wish the TMO to progress the proposed works as soon as possible.

CR and VS raised the issue of regeneration to the finger blocks and that of cyclical decorations stating that they were told these would start this April. MA advised that RBKC is not able to support the investment needs of the entire estate or the housing stock and that the TMO in conjunction with RBKC has to make very difficult decisions about the prioritisation of investment. The



aspiration is to undertake further investment on the estate as funds become available and RBKC is working with the TMO to establish how this may best be done but at present neither is able to give a timescale within which it will be achieved. MA advised that RBKC and the TMO are acutely aware of the overall investment needs of the entire housing stock and that both parties are committed to investing the limited resources to meet priority need as best as possible. MA advised that cyclical decorations is not classed as 'regeneration' and is not therefore included as part of the Grenfell Tower proposals but confirmed that this is within his departments remit and offered to bring the cyclical decoration programme to the next Board meeting.

MA confirmed the two top priorities for the estate are: Grenfell Tower and the communal heating and hot water system. VS feels that the finger blocks are being left out. CR stated that the EMB should be deciding what the priorities are and not the TMO. MA advised that the TMO is tasked with providing RBKC with the investment requirements and priorities for the entire housing stock and that RBKC in line with other Local Authorities finds that it does not have sufficient money to undertake everything. Councillor Blakeman stated that the TMO Board makes the decisions and reminded members that historically the Chair of the EMB did attend TMO Board meetings.

BS raised the issue of investment for security; Councillor Blakeman suggested members attend the residents forum meetings.

MA confirmed again that he wants to engage with the EMB, residents and stakeholders in the development of the Grenfell Tower project and asked the EMB Board to provide guidance as to how best to achieve this.

There were no further comments and the meeting was closed.

**9.0 Date of next meeting: Tuesday 15<sup>th</sup> May 2012**

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association





# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LONDON W11 1TQ

Lancaster West Estate  
London W11

T: [REDACTED]  
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E: [srumble@ktcmo.org.uk](mailto:srumble@ktcmo.org.uk)  
D: 13<sup>th</sup> March 2012

Dear Board member,

## RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING

This is to let you know that the reconvened special board meeting will take place on **Tuesday 20th March 2012** at the EMB Community Hall at 6.30pm.

Please see enclosed the minutes of the last meeting, the agenda items to be discussed and the Neighbourhood and Financial report.

Do not hesitate to contact me if you have any queries. Below is the circulation list.

Thanking you in advance.

### Circulation List

Robert Bryans  
Hazel Burke  
Virginia Sang  
Bernard Shaw  
Ivis Wong  
Peter Martindale  
Christine Richer  
Dougal Steward

Cllr Judith Blakeman  
Cllr Matthew Palmer  
Roger Moore (RBKC)  
Alasdair Manson (TMO)  
Rupa Bhola (TMO)

Yours Sincerely,

Siobhan Rumble  
Area Manager -LWE

Agenda items  
Lancaster West Management Board Meeting  
20<sup>th</sup> March 2012

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting agreed
4. Matters arising from the previous minutes
5. Financial Report – Rupa Bhola
6. TMO Update – A. Manson.
7. Any Other Business

*A. Manson*  
*21 July*

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2012**

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**TITLE OF MEETING**      Lancaster West Board Meeting – Open Meeting

**Date:**                      Tuesday 21<sup>st</sup> February 2012

**Venue:**                     EMB Rooms

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**Present:**

1. Robert Bryans (RB)	EMB Chair
2. Dougal Stewart (DS)	EMB Secretary
3. Bernard Shaw (BS)	EMB Member
4. Virginia Sang (VS)	Board Member
5. Hazel Burke (HB)	Board Member
6. Ivis Wong (IW)	Board Member
7. Peter Martindale	Board Member

**Officers in  
Attendance**

8. Siobhan Rumble	TMO
9. Alasdair Manson	TMO
10. Mark Anderson	TMO
11. Rupa Bhola	TMO
12. Cllr Blakeman	Board Members (Co-opted)

**Apologies:**

Christine Richer (CR)	Board Member
Cllr Palmer	Board member (Co-opted)

**1.0 Welcome and Apologies**

- 1.1 Introductions.

**2.0 Declaration of interest**

- 2.1 No interest to be declared.

**3.0 Minutes of the last meeting**

- 3.1 The minutes of the meeting held on the 22<sup>nd</sup> November 2011 was agreed by the board.

**4.0 Matters Arising**

- 4.1 MA Asset Director was asked by the board to confirm if he worked for the council or TMO, MA confirmed to the board that he worked for the TMO. MA confirmed that he has identified a variety of investment needs; the highest priority is the boiler plant and the outside of Grenfell Tower. MA stated that we would be looking at around 15-20 million to invest in both these areas. MA has recently had discussions with RBKC and been asked for a detailed costing. MA stated that the TMO were aware of the investment needs and wanted to consult with residents to make sure that we are all in agreement with what we all think are the priorities for Lancaster West Estate. MA informed the board that a consultation exercise will start on the morning of the Roadshow on 28<sup>th</sup> February when a door knocking exercise will take place for Grenfell Tower where residents will be asked to complete a questionnaire. The questionnaire is to help balance what we know and what residents know and bring that together and feed into the RBKC.

- 4.2 RB asked MA to look into the repairs history of the power plant and examine what is there first before arranging a visit.

- 4.3 DS thanked the TMO however said the investment is long overdue. DS stated that solar panelling would cut their costs and improve the TMO's profit line. DS also stated that the estate needs CCTV.

**5.0 Financial Report**

- 5.1 RB (Accountant) went through the financial report which is on target. HRA and Company Accounts are all in line with the budget forecast. No issues were highlighted.

**6.0 TMO Update**



- 6.1 **Repairs and Gas Safety:** AM briefed the board on responsive repairs. Due to changes in staff and operatives within the KCTMO Morrison contract performance has significantly decreased, however the percentage of emergency jobs completed in target has remained above the target of 98.7%, unfortunately urgent and routine repairs have dropped below target. High level discussions are in place to turn around performance.
- 6.2 **Customer Service Centre:** AM informed the board that the percentage of calls abandoned by the call centre remained within the target of less than 10% for every month of the financial year. There was an average of 5533 calls per month to the customer services centre increasing to 6020 in to the winter months. As a result of the increased calls the average time to answer a call has risen from 29 seconds in quarter 2 to 47 seconds in quarter 3 but year to date remains in target at 33 seconds.
- 6.3 **Empty properties and relets:** AM informed the Board that the properties standing empty in Lancaster West has remained steady with an average of 4 open voids at the end of each month throughout the financial year.
- 6.4 **Rent Collection and Arrears:** AM informed the board that the rent collection rate for Lancaster West ended the 3<sup>rd</sup> quarter at 99.63% both below the target but slightly above the TMO average of 99.26%. The rent collection rates remained below target across the TMO and the rent income team are undertaking a number of actions to address this including promoting the take up of Direct Debit through the Link magazine, evening and weekend working and a housing benefit campaign planned for early 2012.
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- 6.7 **Complaints:** AM informed the board the number of first stage complaints received in 2011/12 to date is 181, an average of 23 per month. AM asked the board if they would like a separate report for Lancaster west, this was agreed and AM confirmed a separate report will be done for Lancaster west for the next board.
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- 8.0 **Date of next meeting:** Tuesday 17<sup>th</sup> April 2012

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

Agenda items  
Lancaster West Management Board Meeting  
20<sup>th</sup> March 2012

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting agreed
4. Matters arising from the previous minutes
5. Financial Report – Rupa Bhola
6. TMO Update – A. Manson.
7. Any Other Business



Lancaster West Estate  
London W11

T: [REDACTED]  
F: [REDACTED]  
E: [srumble@ktcmo.org.uk](mailto:srumble@ktcmo.org.uk)  
D: 13<sup>th</sup> February 2012

Dear Board member,

**RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING**

This is to let you know that the reconvened special board meeting will take place on **Tuesday 21<sup>st</sup> February 2012** at the EMB Community Hall at 6.30pm.

Please see enclosed the minutes of the last meeting, the agenda items to be discussed and the Neighbourhood and Financial report.

Do not hesitate to contact me if you have any queries. Below is the circulation list.

Thanking you in advance.

**Circulation List**

Jason de Belen  
Robert Bryans  
Hazel Burke  
Virginia Sang  
Bernard Shaw  
Ivis Wong  
Peter Martindale  
Christine Richer  
Dougal Steward

Cllr Judith Blakeman  
Cllr Matthew Palmer  
Roger Moore (RBKC)  
Alasdair Manson (TMO)  
Rupa Bhola (TMO)

Yours Sincerely,

Siobhan Rumble  
Area Manager -LWE



**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2012**

---

**TITLE OF MEETING**      Lancaster West Board Meeting – Open Meeting

**Date:**                      Tuesday 21<sup>st</sup> February 2012

**Venue:**                     EMB Rooms

---

**Present:**

1. Robert Bryans (RB)	EMB Chair
2. Dougal Stewart (DS)	EMB Secretary
3. Bernard Shaw (BS)	EMB Member
4. Virginia Sang (VS)	Board Member
5. Hazel Burke (HB)	Board Member
6. Ivis Wong (IW)	Board Member
7. Peter Martindale	Board Member

**Officers in  
Attendance**

8. Siobhan Rumble	TMO
9. Alasdair Manson	TMO
10. Mark Anderson	TMO
11. Rupa Bhola	TMO
12. Cllr Blakeman	Board Members (Co-opted)

**Apologies:**

Christine Richer (CR)	Board Member
Cllr Palmer	Board member (Co-opted)

**1.0 Welcome and Apologies**

- 1.1 Introductions.

**2.0 Declaration of interest**

- 2.1 No interest to be declared.

**3.0 Minutes of the last meeting**

- 3.1 The minutes of the meeting held on the 22<sup>nd</sup> November 2011 was agreed by the board.

**4.0 Matters Arising**

- 4.1 MA Asset Director was asked by the board to confirm if he worked for the council or TMO, MA confirmed to the board that he worked for the TMO. MA confirmed that he has identified a variety of investment needs; the highest priority is the boiler plant and the outside of Grenfell Tower. MA stated that we would be looking at around 15-20 million to invest in both these areas. MA has recently had discussions with RBKC and been asked for a detailed costing. MA stated that the TMO were aware of the investment needs and wanted to consult with residents to make sure that we are all in agreement with what we all think are the priorities for Lancaster West Estate. MA informed the board that a consultation exercise will start on the morning of the Roadshow on 28<sup>th</sup> February when a door knocking exercise will take place for Grenfell Tower where residents will be asked to complete a questionnaire. The questionnaire is to help balance what we know and what residents know and bring that together and feed into the RBKC.

- 4.2 RB asked MA to look into the repairs history of the power plant and examine what is there first before arranging a visit.

- 4.3 DS thanked the TMO however said the investment is long overdue. DS stated that solar panelling would cut their costs and improve the TMO's profit line. DS also stated that the estate needs CCTV.

**5.0 Financial Report**

- 5.1 RB (Accountant) went through the financial report which is on target. HRA and Company Accounts are all in line with the budget forecast. No issues were highlighted.

**6.0 TMO Update**

- 6.1 **Repairs and Gas Safety:** AM briefed the board on responsive repairs. Due to changes in staff and operatives within the KCTMO Morrison contract performance has significantly decreased, however the percentage of emergency jobs completed in target has remained above the target of 98.7%, unfortunately urgent and routine repairs have dropped below target. High level discussions are in place to turn around performance.
- 6.2 **Customer Service Centre:** AM informed the board that the percentage of calls abandoned by the call centre remained within the target of less than 10% for every month of the financial year. There was an average of 5533 calls per month to the customer services centre increasing to 6020 in to the winter months. As a result of the increased calls the average time to answer a call has risen from 29 seconds in quarter 2 to 47 seconds in quarter 3 but year to date remains in target at 33 seconds.
- 6.3 **Empty properties and relets:** AM informed the Board that the properties standing empty in Lancaster West has remained steady with an average of 4 open voids at the end of each month throughout the financial year.
- 6.4 **Rent Collection and Arrears:** AM informed the board that the rent collection rate for Lancaster West ended the 3<sup>rd</sup> quarter at 99.63% both below the target but slightly above the TMO average of 99.26%. The rent collection rates remained below target across the TMO and the rent income team are undertaking a number of actions to address this including promoting the take up of Direct Debit through the Link magazine, evening and weekend working and a housing benefit campaign planned for early 2012.
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8.0 **Date of next meeting:** Tuesday 17<sup>th</sup> April 2012

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

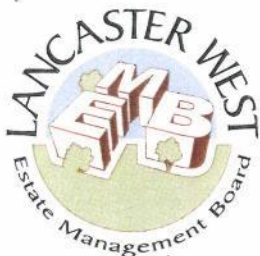


**Agenda items**  
**Lancaster West Management Board Meeting**  
**21<sup>st</sup> February 2012**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting agreed
4. Matters arising from the previous minutes
5. Financial Report – Rupa Bhola
6. TMO Update – A. Manson
7. Baseline Units
8. Licence for Moroccan School
9. Complaints.
10. Any Other Business

*£15.20m roads  
re LW maintenance  
repairs to ID  
Roadshows to ID  
roads' needs*

*Cabinet digital  
TV paper*



# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LONDON W11 1TQ

Lancaster West Estate  
London W11

T: [REDACTED]  
F: [REDACTED]  
E: [adairo@kctmo.org.uk](mailto:adairo@kctmo.org.uk)  
D: 10<sup>th</sup> January 2012

Dear Board member,

## RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING

This is to let you know that the next board meeting will be on **Tuesday 17<sup>th</sup> January 2012** at the EMB Community Hall at 6.30pm.

Please see enclosed the minutes of the last meeting, the agenda items to be discussed and the Neighbourhood and Financial report.

Do not hesitate to contact me if you have any queries. Below is the circulation list.

Thanking you in advance.

### Circulation List

Jason de Belen  
Robert Bryans  
Hazel Burke  
Virginia Sang  
Bernard Shaw  
Ivis Wong  
Peter Martindale  
Christine Richer  
Dougal Steward

Cllr Judith Blakeman  
Cllr Matthew Palmer  
Roger Moore (RBKC)  
Alasdair Manson (TMO)  
Rupa Bhola (TMO)

Yours Sincerely,

Siobhan Rumble  
Area Manager -LWE

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

---

**TITLE OF MEETING**      Lancaster West Board Meeting – Open Meeting

**Date:**                      Tuesday 22<sup>nd</sup> November 2011

**Venue:**                     EMB Rooms

---

**Present:**

- |                          |               |
|--------------------------|---------------|
| 1. Robert Bryans (RB)    | EMB Chair     |
| 2. Dougal Stewart (DS)   | EMB Secretary |
| 3. Bernard Shaw (BS)     | EMB Member    |
| 4. Virginia Sang (VS)    | Board Member  |
| 5. Hazel Burke (HB)      | Board Member  |
| 6. Christine Richer (CR) | Board Member  |
| 7. Ivis Wong (IW)        | Board Member  |

**Officers in  
Attendance**

- |                       |                          |
|-----------------------|--------------------------|
| 8. Adelola Dairo (AD) | TMO                      |
| 9. Cllr Blakeman      | Board Members (Co-opted) |
| 10. Rupa Bhola        | TMO                      |
| 11. Alasdair Manson   | TMO                      |

**Apologies:**

- |                  |                         |
|------------------|-------------------------|
| Gordon Evan      | Board Member            |
| Peter Martindale | Board Member            |
| Cllr Palmer      | Board Member (Co-opted) |

1.0 **Welcome and Apologies**

1.1 Introductions.

2.0 **Declaration of interest**

2.1 No interest to be declared.

3.0 **Minutes of the last meeting**

3.1 The minutes of the meeting held on the 25<sup>th</sup> October 2011 was agreed by the board.

4.0 **Matters Arising**

4.1 **Item 6.1 Removal of graffiti:** It was highlighted by CR that the graffiti has not been addressed. This will now be picked up by the New Area Manager to address accordingly.

4.2 **Item 7.1 Security Issues:** RR informed the board that the Council will be carrying out a complete survey of the current CCTV system on the estate. MA agreed to have one of the Electrical Engineers accompany the team on the day.

4.3 **Item 8.1 Moroccan School:** The board were informed that the School have been updated regarding the agreement reached by the Board. They were also informed that a copy of the minutes was due to be sent out later in the week.

5.0 **Financial Report**

5.1 RB (Accountant) went through the financial report which is on target. HRA and Company Accounts are all in line with the budget forecast. No issues were highlighted.

6.0 **TMO Update**

6.1 **Complaint Procedure:** AM briefed the board on the TMO complaint's procedure and the intention to upgrade Lancaster West's procedure to bring it in line with the TMO's. The new policy will allow for the followings: all Lancaster West complaints to be logged and monitored electronically to ensure that they comply with required response target; all stage one complaints to be addressed by the Lancaster West Manager; stage two complaints will be addressed by AM and the EMB board to be involved in the addressing of all stage three complaints.

6.2 **Rent Collection:** AM informed the board that the rent arrears were brought down by the team earlier in the year, however, since April 2011 due to rent increase and cuts in benefits, the arrears have risen. He also stated that this was due to increase further due to an increase in the heating and hot water cost which will come into enforcement in December 2011. However, the team are working hard to try to bring this down gradually.

6.3 **Anti Social Behaviour:** AM informed the Board of the new Software model known as W2 which is now in place for the management of all ASB cases. This will provide a more consistent way of processing and managing of ASB cases borough wide as



well as monitor customer satisfaction. He also stated that this will help to promote good practice.

- 6.4 **Grenfell Action Group and the Academy:** AM informed the board that he and SR will be attending the Stakeholders meeting scheduled for the 29<sup>th</sup> November 2011 which was called for by the Grenfell Tower Action Group. He requested for the Board to be involved in that meeting and other meetings in connection with the building of the Academy. This is to ensure that the board are fully aware and involved with any decisions agreed during these meetings. RB confirmed that the board will now be involved and will attend all meetings as required.

7.0 **Decision on Unit 34 Baseline Studios**

- 7.1 The board were informed by the Councillor that a file note kept on unit 34 by the council stated that the Estate Management gave up the use of the unit several years ago. The Unit is now currently rented to Urban-Eye by the council. The funds are going to the council instead of the EMB. The board agreed that Councillor Blakeman pursue the matter with the council on behalf of the EMB.

8.0 **Any Other Business**

- 8.1 **Gas Pipe on the Finger blocks:** CR brought to the attention of the board the issue of the recently installed gas pipes. She stated that they were exposed and easily accessible. AM informed the meeting that the company who installed them have agreed to have all these pipes covered.
- 8.2 **Issues regarding individual properties on the Hurstway Walk:** RB highlighted two addresses which were of concern to the board due to on going anti social behaviour issues. Both cases will be referred to SR who is now the New Area Manager to investigate.
- 8.3 **Christmas Party for the Elderly Residents:** CR informed the board that a Christmas party was been organised for the elderly residents on the 17<sup>th</sup> December 2011 at the Resource Centre. The party will be funded by the EMB.
- 8.4 **Concerned Resident:** DS brought to the attention of the meeting a Spanish elderly lady whom he feels is vulnerable and may need to be re-housed. AD will check this out accordingly.
- 85 **Date of next meeting:** Tuesday 17<sup>th</sup> January 2012

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

**Agenda items**  
**Lancaster West Management Board Meeting**  
**17<sup>th</sup> January 2012**

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**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

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**Date:**                      Tuesday 22<sup>nd</sup> November 2011

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Chair of the Board.....  
The Lancaster West Management Association

**Gordon-Anderson, Paulette: CP-Fin**

---

**From:** De Alwis, Deepthi: CP-Rev  
**Sent:** 27 January 2005 10:03  
**To:** Gordon-Anderson, Paulette: CP-Fin  
**Subject:** RE: Customer No: 921019 - Lancaster West Management Association Limited

Thanks Paulette

-----Original Message-----

**From:** Gordon-Anderson, Paulette: CP-Fin  
**Sent:** 27 January 2005 10:02  
**To:** De Alwis, Deepthi: CP-Rev  
**Subject:** Customer No: 921019 - Lancaster West Management Association Limited

Hi Deepthi

Please can you:  
(a) Cancel invoice nos 10444844 and 10454701  
(b) Cancel the recurring debt and close the customer account

Thanks

*Paulette*

**Paulette Gordon-Anderson**  
Property Services  
2nd Floor, Central Library  
12 Phillimore Walk  
London W8 7NX

Direct Line: [REDACTED]  
Fax: [REDACTED]

My issues  
money from  
other sources  
not K&C

Planning  
app quit

£17.6m  
+ considerable  
sum

**Meeting: Stakeholders VS Council executive and their appointed  
Managing agents K&CTMO and others**

**Place: EMB offices**

**Time: 6:30Pm**

**Date: 29<sup>th</sup> November 2011 on Tuesday**

**Summary Agenda from Grenfell Tower Leaseholder's Association**

Elm Park Sales  
ampluss

K&C  
L Johnson

1. Heating, Hot water and uninterrupted running water
2. Health & Safety, security and reception services:
3. Staircases
4. Proposed Academy
5. Lifts
6. Common Parts Electricity
7. Rubbish and cleaning of the Landing at Grenfell Tower.
8. TMO Budgeting
9. Estate office at Grenfell Tower
10. Grenfell Tower, Grenfell Road Entrance lighting ceiling cover
11. Replacement of Communal Boiler
12. Refurbishment and maintenance of Grenfell Tower and the Garage Area
13. K&CTMO and their sub- agent's standard of Services at Grenfell Tower
14. The 70's concrete build Grenfell Tower must be painted from outside to match with the 21<sup>st</sup> century academy next to the Tower.
15. Replacement of window with sound proof double glazing at Grenfell Tower.

TMO  
Repairs &  
Maintenance

EMB & RAs  
= correct  
process  
to use



## **Heating and hot water and uninterrupted running water**

1. Do you share the same view as every resident of Grenfell Tower that each dwelling is extremely hot and during the summer they can be unbearably hot? Due to these hot conditions some residents may also have developed illnesses such as insomnia, do you agree? If not, why? Do you not think the condition at Grenfell Tower is that serious?
2. Would you be prepared to send your medical team to Grenfell Tower to ascertain the health risk due to the unusually hot condition? If yes, please can we arrange this as soon as possible and if not, why?
3. In May 2006 you spent £194,503.80 of our money to replace the valves to reduce the discomforts to residents due to high temperatures. This failed to rectify the problem. Why has nothing been done since? Don't you agree with our feeling that you the TMO see everything as commercial point of view? If you agree please tell us why?
4. Have you done any specific survey to find out more about the claim the residents are making that the flats are extremely hot causing immense discomfort?
5. Few years back K&CTMO spent in one year £56000.00 for boiler repairs on its own. Our view is K&CTMO are very much unregulated managing agent so call tenant led organisation.
6. Because of your intentional negligence, tenants and leaseholders have been overpaying hot water and heating charges through rent and service charges.
7. Out of the 365 days of heating we pay for, we do not use the heating system for more than 15 days? How is this fair treatment?
8. Do you not think the council and the TMO should aim to provide the most efficient and cost effective services? If your answer is yes, how have you been doing so?

## **Health & Safety, security and reception services:**

1. On our service charge bills it states the tenant and the leaseholders pay £46068.47 per year and the average households of Grenfell Tower pays £398.88 for concierge. Could you please explain, what is concierge services means? It has been going on for decades and we the residents cannot see any tangible benefits and it's a waste of money. Can you image if we invest this money for improvement of the building and for the past two decades? This is a mere example of how K&CTMO look after their commercial interest.
2. Objects continue to be thrown out of windows from the flats, but has anyone ever been prosecuted for this act? We have paid a substantial amount of money to install the CCTV camera precisely for that purpose. See major work section 20 notices for the past three years. We have recently reported such incidents and have yet to hear from you.



3. On Saturday 27<sup>th</sup> November 2011, two ladies call Anne and Lils from Recycling Advisors were giving leaflets promoting recycling. They noticed people were throwing objects from the building. Every time we report such instances to the EMB, they claim either the CCTV was not in order or it was facing the wrong way. Why do you expect us to pay for such low standard services?
4. Security and anti-social elements is a major concern for tenants and leaseholders, as of yet you have failed to deal with this, can you justify this? You are charging us for a service, which quite frankly we are not getting. Dealing with these security issues is scandalous?
5. Can you assure the residents of Grenfell Tower the smoke vent are working order if not why?

### **Staircases**

1. The staircase is home to many anti-social activities. As you obviously know, the security system does not cover the staircases. Our day to day experiences of the staircase is a smell of urine, as well as other revolting smells and there needs to be a change. What is your opinion on this issue?
2. Why have you continued to ignore our suggestions on this issue? Is kicking out anti-social activity from Grenfell Tower not a priority for you?

### **Lifts**

1. In 2004, after years of untold suffering, the TMO decided to replace the lifts, costing residents £700,000. You also sorted a maintenance contract with the service providers costing LIFT Number –H090 £1674.40 and Lift Number H091- £1674.40. Yet despite this, every time the lift breaks down, it costs us £90.44 per call out and within the space of one month the lift was out of service seven times.
2. These are essential services and you should be aiming to provide the most efficient and economical services. Do you feel that this is what you are providing? The newly replace lifts malfunction on such a regular basis, we would like to know why this is so?

### **Proposed School;**

1. We are directly communicating with Ms Jane Trethewey of RBKC; but you have to give serious consideration to replacing the windows at Grenfell Tower before the school is built from the school budget. We have given a detailed explanation in our previous correspondences. We need to know your opinion
1. The tenants and the leaseholders has never exercised our right to make any observations in the past, since we believed that you had the interests of the residents of the borough at heart; but now we feel you give priority to your subcontractors. From now on we can assure you that we will be more involved.

1. Furthermore, the building of the school is intended to benefit all members of the borough not specifically residents of Grenfell Tower. If anything the disadvantages in terms of noise, inconvenience in terms of proximity and general disruption outweigh the benefits for residents of Grenfell Tower. So that begs the question what is being done for residents of Grenfell Tower? Do you not feel it necessary to meet our demands to install sound proof double glazed windows at Grenfell Tower from the school budget immediately?

### **Common Parts Electricity**

Could you please give us the timetable or the deadline as to when you are going to replace 24 hour lighting with motion sensors at Grenfell Tower wherever is appropriate?

1. Surely having unnecessary lightning has contributed to the flats heat as well as to excessive costs? As we mentioned in our previous correspondences the Grenfell Tower does get open air like the surrounding building and no balconies. We would like your comments on this please.

### **Rubbish and cleaning of the Landing at Grenfell Tower.**

1. The residents has been complaining to the Grenfell Tower Estate officer for the last decade regarding rubbish being left near doors and on the floor near to the chute, but no action or even a formal warning has been sent to residents of the floor. Are you aware of this?

### **TMO Budgeting**

1. As we mentioned, Mr. Reg Kerr-Bell writes in an article titled, Delivering Value for money how he was able to drastically cut a budget due to unnecessary costs. When have the TMO delivered any cost saving initiatives for Grenfell Tower?

2. Can you justify how you have managed to replace the windows of surrounding buildings with double glazing but not Grenfell Tower? In 20 years, Grenfell Tower has had the windows cleaned once. You can ask every resident about this, but the standard of cleaning done by your appointed sub-contractors was so low. Now the windows have security locks on them making it now impossible for residents to clean the outside of them.

### **Estate office at Grenfell Tower**

1. Can you justify installing double glazing at the Estate Office but depriving the rest of the residents in the building the same improvement. Every year we have to bear costs of air conditioning in the office; although in our flats many residents suffer from tiredness and heat exhaustion in the summer months.



2. It is costing residents £85,000 for so called management fees and £49,000 in reception services. Some of this money can be used to improve and modernise the building. What are your feelings about this? We feel we should play a more influential role in your budgeting.

### **Grenfell Tower, Grenfell Road Entrance lighting ceiling cover parking and garage area:**

1. Recently why did you decide to remove the white ceiling cover in the garage area and expose the pipes, ruining the feel of the area? Surely it was a waste of manpower and money as well.
2. How do you find the time to do this work and not make an effort to improve the environment at Grenfell Tower?

### **Replacement of Communal Boiler**

We strongly oppose investing to replace the main boiler now and for the foreseeable future. We, however, do demand a similar upgrade made almost 20 years to the surrounding high rise building in this area of the individual boiler system.

### **Refurbishment and maintenance of Grenfell Tower and the Garage Area**

As a senior member of the RBKC TMO along with Mr. Robert Black you must be aware that neighbouring boroughs such as Westminster and Hammersmith and Fulham have recently been refurbishing their high rise buildings to a high standard, but you have chosen to neglect Grenfell Tower since it was built. The reception entrance is in dire condition and the exposed piping in the garage area make for a very unwelcoming feel entering Grenfell Tower. Why you have removed the white ceiling from the garage area and have not kept the reception entrance in good order.

### **Your standard of Services at Grenfell Tower**

When it comes to the reality of getting actual work done in Grenfell Tower either directly by you or your subcontractor we are provided with a very dissatisfactory service. We do not recognise you as a tenant led organisation. We have given you enough examples to prove our claim. If you disagree please give your reason for not dealing with our issues and concerns.

Print

## Content of the message

From: "Keith Mott" <grenfellleaseholdersassociation@hotmail.co.uk>  
 To: "Eddie daffarn" <[REDACTED]>; "Adelola Dairo" <adairo@kctmo.org.uk>;  
 laura.johnson@rbkc.gov.uk  
 "Robert Black" <rblack@kctmo.org.uk>; "Merrick Cockell" <leader@rbkc.gov.uk>; "Derek Myers"  
 <derek.myers@rbkc.gov.uk>; [REDACTED]; "Sacha Jevans" <sjevans@kctmo.org.uk>;  
 "Judith Blakeman" <cllr.blakeman@rbkc.gov.uk>; "Jane Trethewey"  
 CC: <jane.trethewey@rbkc.gov.uk>; tcomplaints@kctmo.org.uk; rama.venchard@tribalgroupp.co.uk;  
 maria.memoli@localgovernance.co.uk; penelope.tolitt@rbkc.gov.uk; "Peter Bradbury"  
 <peter.bradbury@rbkc.gov.uk>; cllr.e.campbell@rbkc.gov.uk; [REDACTED];  
 staffordt@parliament.uk; tonyw@planningaidforlondon.org.uk

Date: Nov 23 2011, 09:33 PM

Subject: Agenda from GTLA for stakeholders meeting on 29th November 2011 6:30pm

Attachment(s): 1 Files ▯ Agenda stakehol... (37.43 kb)

Show full header

Dear Eddie Daffarn,

As discussed and further to my earlier email, we requested the chief executive Mr Robert Black of K&CTMO, leader of the councillor Merrick Cockell and Derek Myer to attend the meeting. This way, we are more likely to attain a more constructive and fruitful. Someone has to step up from their side and take responsibility. The area manager for K&CTMO and the EMB for LWE are yet to confirm their attendance.

Please find the attached agenda which needs to be discussed in the stakeholders meeting on 29<sup>th</sup> November 2011. Our focus is naturally to work for the betterment and interest of the residents of LWE and more particularly for the residents of Grenfell Tower. The approved academy has serious ramifications for the residents of Grenfell Tower. We expect this stakeholders meeting to be dominated by the issues and concerns which are raised by the Grenfell Action group, Grenfell Leaseholders Association and the others. This is the first meeting we have organised involving the K&CTMO and their sub-agents. We **MUST** focus on the inadequate level of services they are providing and provided in the past.

The Council and their appointed managing agents K&CTMO and others have ethical, moral and legal obligations according to the tenant and leasehold agreement and listen to the residents decade old serious issues and concerns. The council are so keen to start building their so called 21<sup>st</sup> century Academy in front of an ugly looking 70's concrete building, when surrounding boroughs have refurbished all their high rise building to a 21<sup>st</sup> century standard. This is a clear indication of how the council and the K&CTMO and sub-agents have intentionally neglected the Grenfell Tower.



We also doubt how you can have a 21<sup>st</sup> century School with a £17.5m budget, as compared with other surrounding academies in this borough. The landscape of Lancaster Green will never be the same again and for the residents of LWE, and in particular for the residents of Grenfell Tower.

We are fed up with the so called tenant led organisation and the unregulated managing agents K&CTMO and others for their sub-standard services. They must put things right and must be more accountable. We want to make recommendation to setup an organisation to regulate their day to day activities. We demand and expect the council and their managing agents to leave aside their corporate greed and vested interest, to find the money and resources to refurbish Grenfell Tower without having to charge the residents of Grenfell Tower through rent increments or service charges.

We hope to a reach negotiated agreement in this matter so we do not have seek to alternative methods and so that we do not need to justify our decade old issues and concerns raised by the residents of Grenfell Tower again. The arrogant behaviour of the council appointed managing agents has destroyed the trust and confidence of the residents of Grenfell Tower and the wider estate and this need to address as a matter of urgency.

Yours Sincerely,

Mr Tunde Awoderu  
The Vice Chairman  
The Grenfell Tower Leaseholder's Association

**Agenda items**  
**Lancaster West Management Board Meeting**  
**22<sup>nd</sup> November 2011**  
**Open Meeting**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting agreed
4. Matters arising from the previous minutes
5. Financial Report – Rupa Bhola
6. TMO Update – A. Manson
7. Decision on Unit 34 Baseline Studios
8. Any Other Business

17 Dec  
Reunite Centre 3.30-6.00  
OFF party

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

---

**TITLE OF MEETING**      Lancaster West Board Meeting – Open Meeting

**Date:**                      Tuesday 25<sup>th</sup> October 2011

**Venue:**                    EMB Rooms

---

**Present:**

1. Robert Bryans (RB)	EMB Chair
2. Dougal Stewart (DS)	EMB Secretary
3. Bernard Shaw (BS)	EMB Member
4. Virginia Sang (VS)	Board Member
5. Hazel Burke (HB)	Board Member
6. Christine Richer (CR)	Board Member
7. Ivis Wong (IW)	Board Member

*Giulio Sang*

**Officers in  
Attendance**

8. Adelola Dairo (AD)	TMO
9. Cllr Blakeman	Board Members (Co-opted)

**Apologies:**

Rupa Bhola	TMO
Alasdair Manson	TMO
Peter Martindale	Board Member
Cllr Palmer	Board Member (Co-opted)

1.0 **Welcome and Apologies**

1.1 Introductions.

2.0 **Declaration of interest**

2.1 No interest to be declared.

3.0 **Minutes of the last meeting**

3.1 The minutes of the meeting held on the 25<sup>TH</sup> October 2011 was agreed by the board.

4.0 **Matters Arising**

4.1



5.0 **M. M. A Progress Report:**

5.1 RB informed the board that due to the Head of Legal leaving there has been a delay in completing the drafting of the M. M. A. and in the setting up of the Service Level Agreements. He stated that works were due to progress once this has been sorted out by the council.

6.0 **Kitchen of the Inspectors office and removing of graffiti**

6.1 The board stated that the kitchen needs to be painted. They agreed that the Lancaster West Handyman to carrying out the work. CR wanted to know the length of time it takes to address graffiti on the wall. She was informed that all offensive graffiti should be removed within 24 hours and all others within 3 to 5 working days. She stated that there were some graffiti which were brought to the attention of the Estate staff several weeks ago that have not been addressed. AD will chase this up.

7.0 **Security Issues and draft proposal**

7.1 RB stated that the Security issues on the estate will be included in the draft proposal to be presented to the council with regards the Academy on the Lancaster West Estate Site. The followings are to be included in the proposal:

- a) Refurbishment of the Estate
- b) New Windows – Double Glazed
- c) Proper Security Measures

RB have requested for a proper survey be carried out by the board with regards the Security of the Estate. He also stated that the EMB was willing to pay for the survey to be carried out professionally as long as the cost is not more than £500.00.

8.0 **Discussion and drafting of contract for the After School Club**

8.1 The board agreed that the following terms to be included in the contract to be issued to the Moroccan School:



- a) Deposit of £300.00 which is refundable at the end of the contract as long as no charge have been incurred. Charges for all damages will be deducted from the deposit.
- b) Room would be available for hire on Mondays, Wednesday and Fridays only.
- c) Contract will be for duration of 6 months and will be renewed accordingly.
- d) Weekly charge will be £30.00 per week for 6 hours of the week.
- e) Named person to be attached to the contract.
- f) School will be required to maintain a proper register of all students attending the After School Club.
- g) Company must ensure that their staff members are CRB checks and evidence needs to be provided to the board.
- f) A get out clause to be included for the benefit of both parties and the maximum capacity (less five) of amount persons that the building holds to be included.

AD will draft the contract and forward to the board for a final approval and to discuss this with the school.

#### 9.0 **Any Other Business**

- 9.1 **Hire of Facilities by Board members and Staff members:** The board by reason of a vote agreed that the Resource Centre and EMB Rooms will be hired at no cost for bookings made by board members and Lancaster West Staff members. The booking must be for parties or other social events and must be reasonable.
- 9.2 **Drummer Club:** It was highlighted by RB that there was a possibility of this club having a copy of the key to the Resource Centre. The locks to the Centre will be changed to ensure that only staff members are the only key holders.
- 9.3 **Door to door Re-cycling Project:** DS stated that the door to door re-cycling service needs to be brought back to the estate. AD will discuss the matter with the council and provide a feedback in the next meeting.
- 9.4 **Anti Social Behaviour Issues:** The board discussed issues with regards a property and highlighted the following issues: tenant carrying out repairs till very late in the evening; tenant pouring paint on the pavement next to the recycling bins on Grenfell Road; allegation of racial abuse against a board member. These matters are being addressed outside the meeting by AD.
- 9.5 **Date of next meeting:** Tuesday 22<sup>nd</sup> November 2011 at 6.30pm.

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

**Gordon-Anderson, Paulette: CP-Fin**

---

**From:** De Alwis, Deepthi: CP-Rev  
**Sent:** 27 January 2005 10:03  
**To:** Gordon-Anderson, Paulette: CP-Fin  
**Subject:** RE: Customer No: 921019 - Lancaster West Management Association Limited

Thanks Paulette

-----Original Message-----

**From:** Gordon-Anderson, Paulette: CP-Fin  
**Sent:** 27 January 2005 10:02  
**To:** De Alwis, Deepthi: CP-Rev  
**Subject:** Customer No: 921019 - Lancaster West Management Association Limited

Hi Deepthi

Please can you:  
(a) Cancel invoice nos 10444844 and 10454701  
(b) Cancel the recurring debt and close the customer account

Thanks

*Paulette*

Paulette Gordon-Anderson  
Property Services  
2nd Floor, Central Library  
12 Phillimore Walk  
London W8 7NX

Direct Line: [REDACTED]

Fax: [REDACTED]

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Agenda items  
Lancaster West Management Board Meeting  
22<sup>nd</sup> November 2011  
Open Meeting

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting agreed
4. Matters arising from the previous minutes
5. Financial Report – Rupa Bhola
6. TMO Update – A. Manson
7. Decision on Unit 34 Baseline Studios
8. Any Other Business

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

---

**TITLE OF MEETING**      Lancaster West Board Meeting – Open Meeting

**Date:**                      Tuesday 25<sup>th</sup> October 2011

**Venue:**                     EMB Rooms

---

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3. Bernard Shaw (BS)	EMB Member
4. Virginia Sang (VS)	Board Member
5. Hazel Burke (HB)	Board Member
6. Christine Richer (CR)	Board Member
7. Ivis Wong (IW)	Board Member

**Officers in  
Attendance**

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9. Cllr Blakeman	Board Members (Co-opted)

**Apologies:**

Rupa Bhola	TMO
Alasdair Manson	TMO
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2.0 **Declaration of interest**

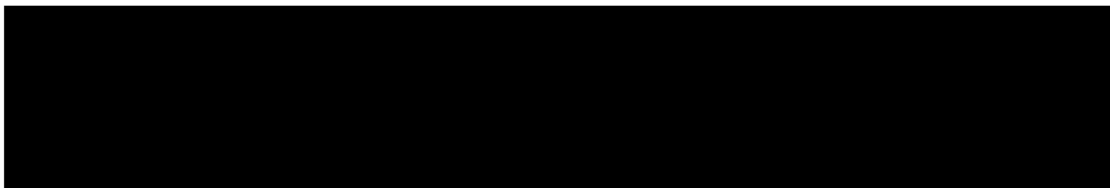
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- 9.5 **Date of next meeting:** Tuesday 22<sup>nd</sup> November 2011 at 6.30pm.

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

**Cllr-Blakeman**

---

**From:** Ainley, Carl: CP-Fin  
**Sent:** 11 November 2011 11:53  
**To:** Cllr-Blakeman  
**Cc:** Clark, Michael: CP-Fin; [REDACTED]  
**Subject:** RE: [REDACTED]

Dear Cllr Blakeman,

[REDACTED]

As per me earlier correspondence the Council remains open to offering the EMB an alternative unit of comparable size on the same terms and conditions should the EMB wish to resurrect their occupation.

Kind regards  
Carl

Carl Ainley  
**Head of Investment, Conferencing & Events**  
Corporate Property  
Royal Borough Kensington & Chelsea  
Tel. [REDACTED]  
Mob: [REDACTED]

**From:** Cllr-Blakeman  
**Sent:** 01 November 2011 11:02  
**To:** Ainley, Carl: CP-Fin  
**Cc:** Clark, Michael: CP-Fin; [REDACTED]  
**Subject:** RE: [REDACTED]

Dear Mr. Ainley

[REDACTED]

Kind regards.

Cllr. Judith Blakeman

**From:** Ainley, Carl: CP-Fin  
**Sent:** 01 November 2011 09:49  
**To:** Cllr-Blakeman  
**Cc:** Clark, Michael: CP-Fin  
**Subject:** [REDACTED]

Dear Cllr Blakeman,

[REDACTED]

Kind regards  
Carl

Carl Ainley  
**Senior Corporate Property Manager**  
Corporate Property Department  
Royal Borough of Kensington and Chelsea  
Tel: [REDACTED]  
Mob: [REDACTED]



**Gordon-Anderson, Paulette: CP-Fin**

---

**From:** De Alwis, Deepthi: CP-Rev  
**Sent:** 27 January 2005 10:03  
**To:** Gordon-Anderson, Paulette: CP-Fin  
**Subject:** RE: Customer No: 921019 - Lancaster West Management Association Limited

Thanks Paulette

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Direct Line: [REDACTED]  
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**Agenda items**  
**Lancaster West Management Board Meeting**  
**25<sup>th</sup> October 2011**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting
4. Matters arising from the previous minutes
5. TMO Update – A. Manson
6. M. M. A. Progress
7. Kitchen of the inspectors office and removing of graffiti
8. Security Issues and draft proposal
9. Discussion and draft of contract for the After School Club.
10. Any Other Business

*summers from legal dealing has now left, so what is happening?*  
*Modular Management agreement*  
*Tri-partite meeting?*  
*TMO - Council -*  
*ENB*  
*Where is the agreement?*  
**FINDOIT**

**KAAC Benefit** - have been asked for with list  
 Trusts playing - windows now dangerous - vandalism  
 Wase statement for tower  
 Full refurbishment of estate in exterior decorations  
 Security & CCTV - Dargal has written survey  
 Agns of agreements to Bts  
 windows falling out April 2012  
 Start

**demolish brick flat**  
 internally - put  
 back into church  
 building  
 playing cricket into  
 toilet into church  
 grounds  
 works approved  
 retroactively  
 Breaching working rules  
 hours, eg  
 late starting  
 leaving

**Contract** 4-6 pm  
 agreed times  
 deposit / bond  
 get out clause  
 regulatory body of  
 school  
 named people  
 responsible  
 how many  
 duties form  
 estate  
 keep papers  
 register  
 CRB checks  
 of staff  
 change  
 £150 per  
 week to 6 months

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

**TITLE OF MEETING**      Lancaster West Board Meeting – Open Meeting

**Date:**                      Tuesday 20<sup>th</sup> September 2011

**Venue:**                    EMB Rooms

**Present:**

- |                        |               |
|------------------------|---------------|
| 1. Robert Bryans (RB)  | EMB Chair     |
| 2. Dougal Stewart (DS) | EMB Secretary |
| 3. Bernard Shaw (BS)   | EMB Member    |
| 4. Virginia Sang (VS)  | Board Member  |
| 5. Hazel Burke (HB)    | Board Member  |

**Officers in  
Attendance**

- |   |                           |
|---|---------------------------|
| 6. Adelola Dairo (AD)                   | TMO                       |
| 7. Alasdair Manson(AM)                  | TMO                       |
| 8. Rupa Bhola (RBH)                     | TMO                       |
| 9. Cllr Blakeman                        | Board Members (/Co-opted) |
| 10. Sergeant N. Turner<br><i>Tanner</i> | Met Police                |

**Apologies:**

- |                  |                         |
|------------------|-------------------------|
| Ivis Wong        | Board Member            |
| Gordon Evans     | EMB Vice Chair          |
| Christine Richer | EMB Treasurer           |
| Peter Martindale | Board Member            |
| Cllr Palmer      | Board Member (Co-opted) |

Note: Twenty seven residents attended the open meeting.

*Mr. Joseph/Bentland  
drugs  
Johns*

*Tell Police -  
ask for action!  
MH issues  
Crack  
Cordell and sticks in  
back to see if people  
are away.*

*Will gang graffiti  
in estate & Centre  
on service Centre*

1.0 **Welcome and Apologies**

1.1 Introductions.

2.0 **Declaration of interest**

2.1 No interest to be declared.

3.0 **Minutes of the last meeting**

3.1 The minutes of the meeting held on the 21<sup>st</sup> July 2011 was agreed by the board.

4.0 **Matters Arising**

4.1 None

5.0 **Formal acceptance of TM's resignation**

5.1 The board formally accepted the resignation of TM.

6.0 **Finanical Report**

6.1 The Accountant gave a brief summary of the report which was still in line with the budget forecast for the year.

7.0 **TMO Update**

7.1 **Old Social Service Building:** AM informed the meeting that the Council made a decision that the building was of no commercial use. He also stated that the TMO would be considering other purpose for the building.

7.2 **Lancaster West Complaints Procedure:** AM informed the board that the current procedure was overdue for a review and suggested incorporating it with the TMO complaints system. This will allow all complaints logged to be monitored which will allow for performance monitoring with respect to response within target date and Customer Satisfaction. It will also allow the board to be involved in the stage 3 aspect of the complaint procedure. AM to provide detailed information on how the complaint system works in the TMO in the next meeting.

8.0 **M. M. A Progress**

8.1 RB told the meeting that the legal department of the Council where working on the document which is now in its final stage. This will need to be approved after completion and the board members will be involved in that process.

9.0 **Merging of the EMB with the RA**

9.1 BR stated that AD should not get involved with decisions made by the Resident Association and the EMB. He stated that the Estate Management Baord and RA wants to open a forum to discuss the likelihood of both Organisations merging. A point was raised on how this will operate as both groups operate under different constitutions.



10.0 **Local Beats Officer**

- 10.1 There was a brief update from Sergeant Tanner the Local Beats Officer for the estate. It was agreed that BC will put together a wish list of what residents would like to see in the estate that will help to tackle anti social behaviour problem on the estate. This will be finalized and forwarded to PC Tanner.

11.0 **Future Use of the EMB Community Hall**

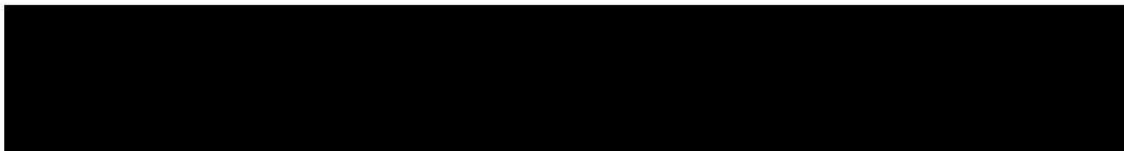
- 11.1 Several residents who represented the West Lond Moroccan Widadia expressed their dissatisfaction for not being allowed to use the hall. RB informed the meeting that due to the damaged caused by the children and the poor state of the premises it had to be closed down.

The hall is due to be re-opened when the works have been completed which should be in several weeks time. New contract will be drafted for all hirers and prices reviewed.

It was agreed that a small group from the after school club will meet with the board and agree on the way forward.

12.0 **Any Other Business**

12.1



- 12.2 **Police Patrol:** One of the residents highlighted the fact that the youths that carryout anti social behaviour activities on the estate know when the Police carryout their patrols. She stated that immediately the patrols are over these youths take over the estate. Sergeant Tanner will address this accordingly with his team.

- 12.3 **Date of next meeting:** To be agreed.

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

**Agenda items**  
**Lancaster West Management Board Meeting**  
**25<sup>th</sup> October 2011**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting
4. Matters arising from the previous minutes
5. TMO Update – A. Manson
6. M. M. A. Progress
7. Kitchen of the inspectors office and removing of graffiti
8. Security Issues and draft proposal
9. Discussion and draft of contract for the After School Club.
10. Any Other Business

**EMBEDDED MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

---

**TITLE OF MEETING**      Lancaster West Board Meeting – Open Meeting

**Date:**                      Tuesday 20<sup>th</sup> September 2011

**Venue:**                    EMB Rooms

---

<b>Present:</b>	1. Robert Bryans (RB)	EMB Chair
	2. Dougal Stewart (DS)	EMB Secretary
	3. Bernard Shaw (BS)	EMB Member
	4. Virginia Sang (VS)	Board Member
	5. Hazel Burke (HB)	Board Member
<b>Officers in Attendance</b>	6. Adelola Dairo (AD)	TMO
	7. Alasdair Manson(AM)	TMO
	8. Rupa Bhola (RBH)	TMO
	9. Cllr Blakeman	Board Members (/Co-opted)
	10. Sergeant N. Turner	Met Police
<b>Apologies:</b>	Ivis Wong	Board Member
	Gordon Evans	EMB Vice Chair
	Christine Richer	EMB Treasurer
	Petert Martindale	Board Member
	Cllr Palmer	Board Member (Co-opted)

Note: Twenty seven residents attended the open meeting.

**Residents in attendance:**

1. A Sabar
2. Keith Miles
3. Ali Lazizi
4. Sanad Lazizi
5. Ayse Elyimlahi
6. Ebrahim Kitssa
7. Christina Boateng
8. A Yardley
9. Geraldine Lord
10. M. Laporta
11. Mustafa Nooni
12. Ana Santacrev
13. Mona El Ogbami
14. Fouzi Walabi
15. Fatima Raihain
16. Z. Nakhli
17. K. El – Boukilli
18. F. Serroukh
19. Nadia Ramsi
20. Asmae Bakali
21. Nabila Sbaa
22. Cythnia Joseph
23. Lorna Mitchell
24. Rachida Bihi
25. D Bukhari
26. Tensa Koga
27. Norman Lewis



1.0 **Welcome and Apologies**

1.1 Introductions.

2.0 **Declaration of interest**

2.1 No interest to be declared.

3.0 **Minutes of the last meeting**

3.1 The minutes of the meeting held on the 21<sup>st</sup> July 2011 was agreed by the board.

4.0 **Matters Arising**

4.1 None

5.0 **Formal acceptance of TM's resignation**

5.1 The board formally accepted the resignation of TM.

6.0 **Finanical Report**

6.1 The Accountant gave a brief summary of the report which was still in line with the budget forecast for the year.

7.0 **TMO Update**

7.1 **Old Social Service Building:** AM informed the meeting that the Council made a decision that the building was of no commercial use. He also stated that the TMO would be considering other purpose for the building.

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8.0 **M. M. A Progress**

8.1 RB told the meeting that the legal department of the Council where working on the document which is now in its final stage. This will need to be approved after completion and the board members will be involved in that process.

9.0 **Merging of the EMB with the RA**

9.1 BR stated that AD should not get involved with decisions made by the Resident Association and the EMB. He stated that the Estate Management Baord and RA wants to open a forum to discuss the likelihood of both Organisations merging. A point was raised on how this will operate as both groups operate under different constitutions.

10.0 **Local Beats Officer**

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11.0 **Future Use of the EMB Community Hall**

- 11.1 Several residents who represented the West Lond Moroccan Widadia expressed their dissatisfaction for not being allowed to use the hall. RB informed the meeting that due to the damaged caused by the children and the poor state of the premises it had to be closed down.

The hall is due to be re-opened when the works have been completed which should be in several weeks time. New contract will be drafted for all hirers and prices reviewed.

It was agreed that a small group from the after school club will meet with the board and agree on the way forward.

12.0 **Any Other Business**

12.1



- 12.2 **Police Patrol:** One of the residents highlighted the fact that the youths that carryout anti social behaviour activities on the estate know when the Police carryout their patrols. She stated that immediately the patrols are over these youths take over the estate. Sergeant Tanner will address this accordingly with his team.

- 12.3 **Date of next meeting:** To be agreed.

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

**Agenda items**  
**Lancaster West Management Board Meeting**  
**20<sup>th</sup> September 2011**  
**Open Meeting**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting
4. Matters arising from the previous minutes
5. Formal acceptance of TM resignation
6. Financial Report – Rupa Bhola
7. TMO Update – A. Manson
8. M. M. A. Progress
9. The merging of the EMB with the RA
10. Future Use of the EMB Community Hall
11. Any Other Business

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

---

**TITLE OF MEETING**      Lancaster West Board Meeting

**Date:**                      Tuesday 19<sup>th</sup> July 2011

**Venue:**                    EMB Rooms

---

**Present:**

1. Robert Bryans (RB)	EMB Chair
2. Teresa Miles (TM)	EMB Secretary
3. Bernard Shaw (BS)	EMB Member
4. Virginia Sang (VS)	Board Member
5. Ivis Wong (IW)	Board Member
6. Peter Martindale	Board Member
7. Hazel Burke	Board Member
8. Christine Richer	Board Member

**Officers in  
Attendance**

9. Adelola Dairo (AD)	TMO
10. Cllr Blakeman	Board Members (/Co-opted)

**Apologies:**

Dougal Stewart	Board Member
Gordon Evans	EMB Vice Chair
Cllr Palmer	Board Member (Co-opted)
Alasdair Manson	TMO
Rupa Bhola	TMO



1.0 **Welcome and Apologies.**

1.1 Introductions.

2.0 **Declaration of Interest**

2.1 No interest declared.

3.0 **Minutes of the last meeting**

3.1 The minutes of the meeting held on the 21<sup>ST</sup> June 2011 was agreed by the board.

4.0 **Matters Arising**

4.1 Item 8.4 - Bulk refuse collection: PM highlighted that the bulk storage room was completely full and that there was still a problem with the bulk collection. RB also stated that the 3 day collection system was not working. The board agreed to write a letter to the TMO if the bulk collection problem was not resolved by the end of the week.

4.2 Item 6.6 – Anti Social Behaviour: Cllr Blakeman stated that the information given regarding funding for estate projects was not correct.

It was agreed by the Board that the Police Sergeant for Lancaster West Estate be invited to attend the next board meeting in September 2011 which will be an open meeting.

TM suggested that a letter be sent to all residents regarding anti social behaviour and the importance of reporting incidents. RR stated that the board will meet privately to discuss the problem and agree on the way forward.

5.0 **M. M. A Progress:**

5.1 RB informed the board that dates are in place to meet with the council to begin decisions on the Service Level Agreements. He stated that their aim is to ensure that the SLAs makes sense, are practical and accountable. The Council and the legal team are currently working on the M. M. A.

TM wanted to know if the board will have the opportunity to vote on the document before it is finalized. RB stated that the board will get to see the draft when it gets to that stage.

6.0 **Post A.G.M.**

6.1 New Membership: RB informed the board that no new membership to the board was received during the AGM in June 2011.

7.0 **Any Other Business**

7.1 **EMB/ RA Resident Funday:** RB requested for a quick summary from the RA regarding the funday which is to be written by CR who is the Chair of the RA. The EMB will also be contributing £500.00 towards the activity.

7.2 **Re-cycling Issues:** The board highlighted that the re-cycling bins were still being

locked. AD to address this with OCS staff members who have the key to these bins.

7.3 **Preparation towards the Carnival:** VS informed the board that KM will be stepping down this year with regards the arrangement in preparation for the carnival. BS informed the meeting that he would cover KM. AD informed the board of the meeting set on the 4<sup>th</sup> August 2011 that BS will need to attend.

7.4 **Drinking Water:** PM informed the board that an order of 15 bottles of water was made despite the request by the board to fit a filter and stop the use of bottled water. TM requested for an explanation by AD why this was not implemented and the bottles were still in use.

7.5 **Date of next meeting:** Tuesday 20<sup>th</sup> September 2011 at 6.30pm.

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

## RE: Closure of EMB Community Rooms

From: [REDACTED] ([REDACTED])

Sent: 20 September 2011 10:17:33

To: [REDACTED]

Dear Al Azzizi

You have already been informed that this is a matter for our board which meets this month. The closure was a direct result of damage caused to the rooms by your school. When a decision is reached I will let you know. Your view of my professionalism does not help your cause, nor am I interested. You of course are at liberty to take your 'stores' away.

Robert Bryans    Chair

## FW: Closure of EMB Community Rooms

From: [REDACTED]  
Saved: 20 September 2011 16:57:47  
To:

---

From: [REDACTED]  
To: [REDACTED]  
CC: cllr.blakeman@rbkc.gov.uk  
Subject: RE: Closure of EMB Community Rooms  
Date: Mon, 19 Sep 2011 18:58:09 +0100

Dear Robert Bryans,

Having emailed you a week ago with regards to an urgent matter I feel it is very unprofessional that I have not yet received any form of response. Not only are our resources locked up in the EMB Hall but this sudden disruption to our classes has consequently caused many issues with ourselves and the community. I would like to remind you that we have been running this service for 15 years and we find this very unacceptable. The WLMW is a respected charity amongst the community and we work closely with the Westway and MRCF to improve our community. Again I would appreciate it if you could get back to me on this matter as soon as possible.

Yours sincerely,

Ali lazizi  
Chair man

West London Moroccan Widadia (WLMW)  
2 Thorpe Close  
London, W10 5XL

---

From: [REDACTED]  
To: [REDACTED]  
CC: cllr.blakeman@rbkc.gov.uk  
Subject: Closure of EMB Community Rooms  
Date: Wed, 14 Sep 2011 09:54:47 +0100

From: Ali Lazizi [REDACTED]  
Sent: 14 September 2011 09:55  
To: Robert Bryans  
Cc: Judith Blakeman, Cllr.Blakeman@rbkc.gov.uk



**Subject:** Closure of EMB Community Rooms

Dear Robert Bryans,

I am emailing you today with regards to the Closure of EMB Community Hall. The West London Moroccan Widadia is a charity which has been running since 1996 and our work in the community is essential for better integration, especially work with young people. The unforeseen closure of the hall has impacted our supplementary school greatly. Parents and students have been upset and angered by this event as they feel they have lost a means of educational support for their children. Our aim at WLMW is to provide a free service to our community so that we may better people lives in every which way we can. We believe that one of the most fundamental and effective ways of doing this is education. At a time where the youth are in dire need of support and direction we feel that the closure of projects run by charities like WLMW will only continue to isolate the youth of today. Having contacted councillor Judith Blakeman for her advice on the matter, we were informed that a Board meeting would be taking place this month with regards to this matter. We would like to request that a representative from WLMW be allowed to attend this meeting. We would also like to appeal to your sense of serving the community and hope that you will support us in this matter. Thank you for taking the time to read this email and I hope to hear from you shortly. If you have any further questions please do not hesitate to contact me.

Yours sincerely,

Ali Iazizi  
Chair man

West London Moroccan Widadia (WLMW)  
2 Thorpe Close  
London, W10 5XL



## LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LANCASTER WEST ESTATE LONDON W11 1TQ

Lancaster West Estate  
London W11

T: [REDACTED]  
F: [REDACTED]  
E. [adairo@kctmo.org.uk](mailto:adairo@kctmo.org.uk)  
D: 14<sup>th</sup> July 2011

Dear Board member,

### RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING

This is to inform you that the next Board meeting will be on **Tuesday 19<sup>TH</sup> July 2011 at EMB Rooms at 6.30pm,**

Please see enclosed minutes of the previous meeting, the agenda items to be discussed and the financial and Housing management reports

Below is the circulation list. Thanking you in advance.

#### Circulation List

Jason de Belen  
Robert Bryans  
Teresa Miles  
Virginia Sang  
Bernard Shaw  
Ivis Wong  
Peter Martindale  
Christine Richer  
Gordon Evans  
Dougal Steward  
Hazel Burke

Cllr Judith Blakeman  
Cllr Matthew Palmer  
Cllr Pascall  
Alasdair Manson (TMO)  
Rupa Bhola (TMO)  
Ann Muchmore (RBKC)

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'Adelola Dairo', is written over a circular stamp.

Adelola Dairo  
Area Manager -LWE

Agenda items  
Lancaster West Management Board Meeting  
19<sup>th</sup> July 2011

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting
4. Matters arising from the previous minutes
5. Financial Report – Rupa Bhole *apb*
6. TMO Update – A. Manson *apb*
7. M. M. A. Progress
8. Any Other Business

*next meeting  
September*

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

---

**TITLE OF MEETING**      Lancaster West Board Meeting

**Date:**                      Tuesday 21<sup>ST</sup> June 2011

**Venue:**                    EMB Rooms

---

**Present:**

1. Robert Bryans (RB)	EMB Chair
2. Teresa Miles (TM)	EMB Secretary
3. Bernard Shaw (BS)	EMB Member
4. Virginia Sang (VS)	Board Member
5. Ivis Wong (IW)	Board Member
6. Dougal Stewart (DS)	Board Member
7. Peter Martindale (PM)	Board Member
8. Hazel Burke (HB)	Board Member

**Officers in  
Attendance**

9. Adelola Dairo (AD)	TMO
10. Alasdair Manson (AM)	TMO
11. RUPA Bhola (RBH)	TMO
12. Cllr Palmer	Board Members (/Co-opted)

**Apologies:**

Christine Richer	EMB Tresurer
Gordon Evans	EMB Vice Chair
Cllr Blakeman	Board Member (Co-opted)



1.0 **Welcome and Apologies.**

1.1 Introductions.

2.0 **Declaration of interest**

2.1 No interest declared.

3.0 **Minutes of the last meeting**

3.1 The minutes of the meeting held on the 17<sup>th</sup> May 2011 was agreed by the board.

4.0 **Matters Arising**

4.1 Item 8.3 was amended as TM answered the question regarding board members having to step down on the day.

5.0 **Financial Report**

5.1 RBh informed the meeting that the account was in line with the budget and that an under-spend was expected by the end of the financial and this will help to rebuild the reserves.

6.0 **Housing Management Report**

6.1 **Repairs:** AM informed the board of the improvement in the responsive repairs completed within target during the past few months. He also stated that TMO is still closely monitoring the services provided by Morrison.

6.2 **Customer Service Centre:** AM reported a major reduction in missed calls in the last few months as well as an improvement in calls received and answered. He informed the board that a new telephone system was due to be in place which will help to further improve the services provided by Customer Service Centre.

6.3 **Out of hours Service:** VS informed the board that there may still be some problem when resident contact the out of hours number. AM informed the board that this will be looked into and he also stated that the service was currently going through re-tendering.

6.4 **The Lettable standards:** This was handed out to every board member at the meeting by AM.

6.5 **Rent Arrears:** There has been a slight raise in the rent arrears due to various cut backs and increase in the charges since April 2011. AM informed the board that those residents who did not qualify for benefit in past may now qualify. These residents will be encouraged to claim Housing Benefit which will help reduce the arrears.

6.6 **Anti Social Behaviour:** The problem of youth gang on the estate was discussed. The board was informed that a meeting had been scheduled with the Police on 29<sup>th</sup> June 2011 to discuss these issues. Cllr Palmer stated that there was some funding for about £20,000 for estates to apply to fund projects that may help elevate such problems.

- 6.7 **Security Issues:** The board were informed that the security guards were on site during the weekends. It was also highlighted that there was a big gap between the gate to the car park that needs to be sorted out. AD to address accordingly.

7.0 **Arrangement for A. G. M**

- 7.1 RB informed the meeting that every board member was expected to attend the AGM and vote as required. He stated that he would be providing a brief summary for the year.

- 7.2 **Refreshments:** RB informed the meeting that refreshments will be provided and the refreshments to be provided includes finger foods, wine, beer and soft drinks for about a hundred guests.

8.0 **Any Other Business**

- 8.1 **Interview Process:** AM informed the board that the closing date for Area Management post was Monday 4<sup>th</sup> July 2011. He stated that the interview panel will consist of two board members, a TMO director, a staff member from the Human Resources and himself. RB suggested a Cllr in attendance as an independent person. AM informed the board that the maximum number of board members that can be in the panel was two. He advised the meeting that if a Cllr sits in the panel only one board member will be in panel. He also stated that the final decision of the staff to be appointed will be made by the TMO.

AM informed the meeting that he would forward questions to the two board members that will be part of the panel a few days for the interview. He also stated that he expected a level of confidentiality from these two board members. RB to forward details of the board members that will be part of the panel to AM.

AM also informed the meeting that there would be a literacy and numeracy test, before the interview.

- 8.2 **Re-cycling Issues:** VS stated that all the recycling bins on the estate were locked, thus residents are unable to carry their recycling accordingly. AD informed the Board that she would be meeting with the council to address these issues.
- 8.3 **Digital TV:** PM stated that the wiring from the digital system was all around the estate and wanted to know if the old wiring will be removed once it goes live. AD will confirm this with the digital team.
- 8.4 **Bulk Refuse Collection:** PM informed the meeting that the bulk refuse had been piling up and the storage room was full to capacity. RB also stated that the van was turning up half full and the contractor was waiting for three days before coming to clear them. AM informed the meeting that he would have the matter addressed as a matter of urgency.
- 8.5 **Post Inspections:** HB informed the meeting that post inspections were not been carried out when Morrison have completed their work. She stated that the contractors were still turning up with no materials, nor information on the works to be carried out. AD to address this with the repairs team.
- 8.6 **Date of next meeting:** Tuesday 19<sup>th</sup> July 2011 at 6.30pm.

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association



29/6/2011

Miss K Reeves

To whom it may concern,

I live at [REDACTED]  
Moved in on 5th July 2010, I have several repairs that need doing, which has been reported several times but nothing has been done as yet.

- Toilet is very badly stained (since I moved in) it doesn't always flush properly. Reported it to the hub on Kensal Rd. in July 2010,

- Tap in the kitchen isn't straight needs fixing. Reported in March 2011 at the hub on Kensal Rd.

- Water tank in living room is leaking, its leaking that bad its starting to smell DAMP it has ruined my living room carpet and has also leaked down into my sons bedroom and the wall and ceiling is brown/black with damp. My son cannot sleep in here because of this.

Reported it to the hub since July 2010 and to Dion Wilkes, I was told by Dion that it wasn't ever reported. Unfortunately I am still waiting for it to be repaired/replaced. Mornsons & Cately have been both been to see the tank, none of them are claiming the job is theirs.

I also have had ants and the damp smell doesn't help with the ants. I am not very happy with THO at the moment.

Yours faithfully

Kelly Reeves (X) MET00040868/166  
MET00040868\_0100





Adelola Dairo  
Area Manager  
Lancaster West Estate Management Board  
Estate Office  
Grenfell Tower  
Lancaster West Estate  
London W11 1TQ

8 June 2011

Dear Ms Dairo,

### **Closure of EMB Community Rooms**

Thank you for your letter of 26 May, 2011, a copy of which is enclosed for ease of reference.

We were very surprised and upset to receive your letter.

For over 15 years, we have been using the Community Rooms as an after-school education club for local boys and girls aged 5 to 18 from all backgrounds. We have been teaching Arabic language, good manners and behaviour, Maths, Science and English – supporting the children in National Curriculum subjects – and helping them with their homework. We have particularly emphasised our work with the children on their good behaviour and manners.

In the past, the management committee had experienced so many problems with criminal damage, graffiti and anti-social behaviour amongst other things. We were encouraged to start this project (and to continue it) to help meet the challenge of these behaviours. I myself was on the management committee for 6 years.

We believe that there is a marked difference between the children who have attended the after school club and those who have not. And we believe we have had a profound, positive impact on the local area as a result. The classes have engaged local children who might otherwise have engaged in anti-social behaviour. We are certain that the local police will endorse these views.

We believe that the club has had a great impact on the well-being and education of local children and the community in general.

In addition, the parents of the boys and girls are very upset with the situation. They feel that they have been mistreated or unfavourably treated and that the way they have been handled is unbalanced as they perceive that other groups and individuals continue to have use of community rooms.



We would ask you to reconsider the decision to close the Community Rooms. Or, alternatively, to at least give us a date when they will again be available for use so that we can plan temporary accommodation for the club. We would be grateful if you could review your stock of community rooms to see whether you can offer temporary accommodation whilst the work is being carried out.

We would be most grateful if you could meet with us to discuss this further.

Yours Sincerely,

A. Lazizi

**CHAIRMAN**

**WEST LONDON MOROCCAN WIDADIA**



Copied To

Sacha Jevans, Director of Customer Services,  
Kensington & Chelsea TMO  
292a Kensal Road  
London, W10 5BE

Dr Abdulkarim Khalil, Director,  
Al Manaar, the Muslim Cultural Heritage Centre  
244 Acklam Road  
London, W10 5YG

Councillor Judith Blakeman  
c/o The Town Hall  
Hornton Street  
London, W8 7NX



# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LANCASTER WEST ESTATE LONDON W11 1TQ

Mr Lazizi  
Chairman  
West London Moroccan Widadia  
2 Thorpe Close  
W10 544

T: [REDACTED]  
F: [REDACTED]  
E: [adairo@kctmo.org.uk](mailto:adairo@kctmo.org.uk)  
D: 26<sup>th</sup> May 2011

Dear Mr Lazizi,

## CLOSURE OF EMB COMMUNITY ROOMS

This is to inform you that the above facility has had to be closed down until further notice due to the poor state of the premises and further damage caused to the premises over the weekend. Refurbish works will have to be carried out to the premises before it will be reopened to the public and we currently don't have a target end date.

We apologise for the inconveniences and appreciate your co-operation on the matter.

Yours sincerely

Adelola Dairo  
Area Manager



LANCASTER WEST ESTATE MANAGEMENT BOARD  
ESTATE OFFICE GRENFELL TOWER LONDON W11 1TQ

Lancaster West Estate  
London W11

T: [REDACTED]  
F: [REDACTED]  
E: [adairo@kctmo.org.uk](mailto:adairo@kctmo.org.uk)  
D: 13<sup>th</sup> May 2011

Dear Board member,

**RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING**

Following my notification by email on Wednesday regarding the next Board meeting scheduled for the Tuesday 17<sup>th</sup> May 2011 at EMB Rooms at 6.30pm, I hereby enclose the necessary papers for the meeting.

The information enclosed includes the minutes of the last meeting, the agenda items to be discussed and the financial and Housing management report. Below is the circulation list.

Thanking you in advance.

**Circulation List**

Jason de Belen  
Robert Bryans  
Teresa Miles  
Virginia Sang  
Bernard Shaw  
Ivis Wong  
Peter Martindale  
Christine Richer  
Gordon Evans  
Dougal Steward  
Hazel Burke

Cllr Judith Blakeman  
Cllr Matthew Palmer  
Anne Muchmore (RBKC)  
Alasdair Manson (TMO)  
Gillian Davies (RBKC)  
Rupa Bhola (TMO)

*AGM 28 June*

Yours Sincerely,

Adelola Dairo  
Area Manager -LWE



Agenda items Lancaster West Management Board Meeting

17<sup>th</sup> May 2011

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting
4. Matters arising
5. Decant Policy
6. Digital TV
7. TMO Finance Manager
8. Update Housing Management Report
9. A.G.M date
10. Treasurer's Report
11. Any other business

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

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**TITLE OF MEETING**      **Lancaster West Board Meeting**

**Date:**                      Tuesday 19<sup>th</sup> April 2011

**Venue:**                    EMB Rooms

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**Present:**

1. Robert Bryans (RB)	EMB Chair
2. Christine Richer (CR)	EMB Treasurer
3. Hazel Burke (HB)	EMB Member
4. Virginia Sang (VS)	Board Member
5. Ivis Wong (IW)	Board Member
6. Dougal Stewart (DS)	Board Member

**Officers in  
Attendance**

7. Adelola Dairo (AD)	TMO
8. Alasdair Manson (AM)	TMO
9. Rupa Bhola (RBh)	TMO
10. Gillian Davies (GD)	RBKC
11. Cllr Blakeman	Board Member (Co-opted)
12. Cllr Palmer	Board Member (Co-opted)

**Apologies:**

Bernard Shaw	Board Member
Peter Martindale	Board Member
Gordon Evans	EMB Vice Chair
Teresa Miles	EMB Secretary

1.0 **Welcome and Apologies.**

1.1 Introductions.

2.0 **Declaration of interest**

2.1 No interest declared.

3.0 **Minutes of the last meeting**

3.1 The minutes of the meeting held on the 19<sup>th</sup> April was agreed by the board.

4.0 **Matters Arising**

4.1 **Payment for Board Member:** RB stated that the board have agreed that board members who have been attending the meetings consistently for the last three months can claim £6.00 per meeting for their expenses. Payment is not instant; a claim will have to be made by the board members. The forms are to be sent out for this purpose.

4.2 **Pest Control Service:** RB informed the board that a meeting has been booked with the Council for the 11<sup>th</sup> May 2011 at 11.00am at the Estate Office and other board members are welcomed to attend.

4.3 **Digital Television:** A meeting is being arranged for some board members to meet with the team to address their concerns. Date is to be confirmed.

5.0 **New Decant Policy**

5.1 GD handed out the draft copy of the Decant Policy to all board members. The board voted to have another meeting to specifically go through the policy. RB stated that this will also give board members enough time to go through the material to highlight main issues.

5.2 Councillor Palmer informed the board that the policy was borough wide, thus may not be easily influenced by the Lancaster West residents and that there was a clause towards the end of the document for people who want to opt out.

5.3 RB requested for the presentation of the document to be carried out once board members have read the draft policy.

5.4 GD informed the meeting that the deadline for the consultation was the 13<sup>th</sup> May 2011.

6.0 **Financial Report**

6.1 **The Reserves:** RBh to provide information on the reserves for the last three years. The information will be provided to the Chair who would present it to the board before the next meeting.

## 7.0 Housing Management Report

7.1 AM handed out the job description for the Post of Area Manager to all the board members. They are to provide feedback on the information, after which a turnaround around time will be agreed. AM informed the board that they will be involved in the recruitment process for the permanent post of Area Manager. AM welcomes detailed comments and stated that the job will be evaluated accordingly. A deadline of two weeks was agreed for the feedback.

7.2 AM informed the board about the office facility where the Lancaster West Estate office could relocate which is the former Social Services office. This new site will enable all the team to be on the same level, staff members will be easily accessible by the residents on the estate and it can also provide amenities that can be rented out to generate more income for the Council.

7.3 The meeting had a tour of the facility and will be registering their interest for the site with the council.

## 8.0 M.M.A Progress

8.1 RB informed the board that a date has been set with the Council for the 4<sup>th</sup> May 2011 to begin the review of the old MMA. One of the aims will be to shorten the current paper work. Service Level Agreements will also be reviewed as the current SLAs have no penalties attached to them. RB stated that there should be some more information by the next meeting.

## 9.0 Any Other Business

9.1 Councillor Blakeman notified the meeting of the passing away of one of the Councillors. *who had been a board member.*

9.2 **Safestores application for permanent planning application:** RB stated that there were some issues with regard to Safestores in their current location. The meeting was informed that planning permission letters had been sent out to three hundred residents and only two objections were received from Verity Close. It was agreed that the letters will also be sent out to the board members.

9.3 **Recycling:** VS informed the meeting that the recycling bins by the Fingers blocks had been padlock. AD stated that this was because the bins were currently been abused and it was costing the council to address it. She also informed the meeting that the office were trying to locate an area where a regular bin can be situated for residents to use instead of the recycling bins.

9.4 **Repair Issues:** VS informed the meeting that they were dissatisfied with the current services provided by the repairs team. She stated that there were jobs outstanding for the past three months, contractors were failing to attend the booked appointments and that sometimes the contractor had been paid for jobs that have either not been completed or carried out all. AD informed the meeting that a repairs day meeting had been scheduled for next week and will be attended by Managers from Morrison and the repairs team. She stated that these points will be brought to their attention.

Councillor Palmer requested for a list of the outstanding repairs for the estate to be given to him which should have the job numbers, details of work required and end target date.



- 9.5 **Email from a Resident:** AD brought to the attention of the meeting the email from a resident requesting for a response to their queries and other information under the Freedom of Information Act. RB informed the meeting that they were still within the required response time.
- 9.6 **Date of next:** The board agreed to start having the meeting on the third Tuesdays of the month. The date of the next meeting will be 21<sup>st</sup> June 2011.

Agreed a correct record on .....

Chair of the Board.....  
The Lancaster West Management Association

Mummers have  
not paid, M & Q - Mummers  
tendering directly

Agenda items  
Lancaster West Management Board Meeting  
19<sup>th</sup> April 2011

1. Welcome and Apologies
2. Declaration of interest *Gilly Davis*
3. Minutes of the last meeting
4. New Decant Policy *special meeting*
5. Financial Report - Rupa Bhola
6. TMO Update - A. Manson *2 weeks to announce JD area manager*
7. M.M. A. Progress
8. Any Other Business

*Lein Hanham*  
*Superstore*  
*Francis email*

(a) illegal body over valves  
sewers, etc -  
this cannot get  
in in event of

emergency  
(b) resident couple's car  
gaining over entrance  
again access to boiler  
room impeded -  
lorry could not get in  
as access blocked  
(to replace boiler)  
emergency in boiler  
room not be  
accessible

(c) have not been good  
tenants

*TMO 800  
to review is  
cannot be  
done*

*Rent too low.*

*heaters cannot be  
never ending  
problems because  
everything looked  
in.*

*Storage - staff looked  
away for a long time  
- do not know what  
is being stored.*

*Send  
email  
Manning app  
details*

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

---

**TITLE OF MEETING**      **Lancaster West Board Meeting**

**Date:**                      **Tuesday 15<sup>th</sup> March 2011**

**Venue:**                    **EMB Rooms**

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**Present:**

1. Robert Bryans (RB)	EMB Chair
2. Gordon Evans (GE)	EMB Vice Chair
3. Teresa Miles (TM)	EMB Secretary
4. Virginia Sang (VS)	Board Member
5. Ivis Wong (IW)	Board Member
6. Hazel Burke (HB)	Board Member
7. Christine Richer (CR)	EMB Treasurer
8. Bernard Shaw (BS)	Board Member

**Officers in  
Attendance**

9. Adelola Dairo (AD)	TMO
10. Cllr Blakeman	Board Member (Co-opted)

**Apologies:**

Dougal Stewart	Board Member
Peter Martindale	Board Member
Cllr Palmer	Board Member (Co-opted)
Alasdair Manson	TMO
Rupa Bhola	TMO

- 7.1 CR informed the meeting that the current balance in the EMB account was £7,157.74. She also confirmed that Capital Energy who rented Room1 of the EMB Room have paid their charges.

8.0 **Repair Committee**

- 8.1 CR informed the meeting that the committee had planned an open meeting to discuss repairs issues for the estate. The purpose of the meeting will be to review the current service provided, highlight what is not working and agree on the way forward for improvement. The date for the Repairs Day will be Tuesday 26<sup>th</sup> April 2011 at 6.30 pm.

9.0 **Office Equipment**

- 9.1 The board informed the Chair of the need for a new computer. It was proposed by CR and seconded by VS and all the board members present voted in agreement for the equipment. RB informed the board that the price limited was £600.00 and that there was no need to purchase any anti virus equipment.

10.0 **Royal Wedding**

- 10.1 CR informed the meeting that the RA where planning to have a street party on the 29<sup>th</sup> April 2011 to celebrate the Royal Wedding. It was proposed by CR and seconded by VS for the EMB to contribute an equal amount with the RA to fund this activity. Six board members were in agreement, one not in agreement and one abstained. EMB will proceed with the activity as long as the RA will still be organising the event.

11.0 **Any Other Business**

- 11.1 **Payment for Board members:** RB stated that each board member is supposed to receive £6.00 each time they attend these meetings. He stated that they would like to start claiming this amount which is a minimal cost. AD to look into this
- 11.2 **Fob keys:** AD informed the meeting that the re-programming of the fob keys will be starting from the 14<sup>th</sup> March 2011. The main focus will be the finger blocks and Grenfell Walk at present. This is the first step towards trying to improve security on the estate.
- 11.3 **Area Review Board:** The next meeting will be the 29<sup>th</sup> March 2011 at the EMB Rooms.
- 11.4 **Pest Control:** The board stated that current service provided by the Council was not effective as there is currently mice infestation at block 500 Barandon Walk. RB stated that the contract with Rentokil was more effective than that of the council and cheaper. AD to organise meeting with the board and the council to address these issues.
- 11.4 **Date of next:** The board agreed to start having the meeting on the third Tuesdays of the month. The date of the next meeting will be 19<sup>th</sup> April 2011.



## Cllr-Blakeman

---

**From:** Francis O'Connor [REDACTED]  
**Sent:** 17 April 2011 21:07  
**To:** Virginia Sang; Teresa Miles; Peter Martindale; Ivis Wong; dougal steward; Cllr-Palmer; Cllr-Blakeman; Christine Richer; Bob Bryans; Bernard Shaw  
**Cc:** Adelola Dairo  
**Subject:** Fw: Staffing at Lancaster West

Dear Board Members,

I am copying the email below to all of you in advance of Tuesday's board meeting because I have received no formal response to date. Under the provisions of the Freedom Of Information Act the EMB is required to respond in writing to such queries within 20 working days. That deadline will expire on the Tuesday after Easter. As I have had no response so far from either the Secretary or the Chair of the EMB, I am hoping that somebody will raise this as an issue in Tuesday's board meeting so that a response can be agreed within the time allowed by law.

Respectfully,

Francis O'Connor

----- Original Message -----

**From:** Francis O'Connor  
**To:** Teresa Miles  
**Cc:** Bob Bryans  
**Sent:** Monday, March 28, 2011 3:10 AM  
**Subject:** Staffing at Lancaster West

Dear Teresa,

I am writing formally to you as secretary of the EMB to inform you of my concerns regarding continuing cuts to staff numbers at Lancaster West and seeking information regarding any EMB involvement in decisions to cut more staff here.

My housing officer informed me last week that she has been given notice that her contract has been terminated and her post frozen. Co-incidentally, I had already heard that the most recent Board meeting a couple of weeks ago included a Part B section at the request of the TMO's Alastair Manson, to discuss confidential matters. For obvious reasons I am now concerned that this freezing of one of the Housing Officer posts may have been the subject of this Part B discussion.

In my view the only possible justification for discussing this issue privately under Part B might be if Staff had not yet been informed of the proposed change. I would question whether this is a legitimate reason for withholding such important information from residents, and in any case, as staff have now been informed of the loss of this post, the need for Part B confidentiality no longer exists, and the residents of the estate should now be informed of these events and the EMB's role in them.

I would be obliged if you would answer the following questions for me:

1. Did the Part B discussion involve the ending of a Housing Officer's contract and the freezing of her post?
2. Was the EMB asked to approve the loss of this post, and if so, did the EMB approve this?
3. Was this the only confidential Part B business discussed in that board meeting? If not are you able to indicate what other issues were discussed?

If you can explain the EMB decision in any greater detail I would much appreciate this, and ideally I would like to see the TMO briefing paper which recommends the loss or freezing of this post.

For your information, I have seen occasional references in TMO reports dating from 2009 and 2010, which suggest that the TMO, in collaboration with the Council, has been planning management and /or staff restructuring at

Lancaster West for some considerable time, obviously without the knowledge or involvement of the EMB. I feel very strongly that any such discussions should have included the EMB at every stage, and that it was improper to discuss any changes to the management of Lancaster West without the involvement of the EMB. Incidentally, I made a FOI request to the TMO some months ago asking for copies of the records of these joint TMO/RBKC discussions, but my request was refused. One of the reasons given for the refusal was the fact that the EMB had yet to be consulted.

I must say also that I am very strongly of the view that the current membership of the EMB was elected with a mandate to oppose any further staff cuts at Lancaster West, and to seek the reversal of previous cuts including the freezing of the Office Manager's post and the transfer of two Admin Officers to the TMO. The EMB has no mandate to agree to any new staff cuts at Lancaster West, and if this most recent cut was approved by the EMB, as I suspect it has, this would be a matter of great concern to the LWMA. I am sure you are aware that this years' AGM should have been scheduled for March 2011 at the latest. As this date has clearly been missed I must ask you if the EMB has yet set a date for this AGM. When will this be? If a date has not yet been set can you say why not, and tell me when the EMB is likely to next address this important issue?

Yours sincerely,

Francis O'Connor



## Cllr-Blakeman

---

**From:** Francis O'Connor [REDACTED]  
**Sent:** 17 April 2011 21:07  
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Yours sincerely,

Francis O'Connor



**Agenda items**  
**Lancaster West Management Board Meeting**  
**19<sup>th</sup> April 2011**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting
4. New Decant Policy
5. Financial Report – Rupa Bhola
6. TMO Update – A. Manson
7. M.M. A. Progress
8. Any Other Business

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

---

**TITLE OF MEETING      Lancaster West Board Meeting**

Date:                      Tuesday 15<sup>th</sup> March 2011

Venue:                    EMB Rooms

---

**Present:**

1. Robert Bryans (RB)	EMB Chair
2. Gordon Evans (GE)	EMB Vice Chair
3. Teresa Miles (TM)	EMB Secretary
4. Virginia Sang (VS)	Board Member
5. Ivis Wong (IW)	Board Member
6. Hazel Burke (HB)	Board Member
7. Christine Richer (CR)	EMB Treasurer
8. Bernard Shaw (BS)	Board Member

**Officers in  
Attendance**

9. Adelola Dairo (AD)	TMO
10. Cllr Blakeman	Board Member (Co-opted)

**Apologies:**

Dougal Stewart	Board Member
Peter Martindale	Board Member
Cllr Palmer	Board Member (Co-opted)
Alasdair Manson	TMO
Rupa Bhola	TMO

1.0 **Welcome and Apologies.**

1.1 Introductions.

2.0 **Declaration of interest**

2.1 No interest declared.

3.0 **Minutes of Board Meeting held on the 8<sup>th</sup> February 2011**

3.1 TM informed the meeting that item 3.1 was wrong. She stated that KM was sent a copy of the minutes and not that his name was on the circulation list. AD apologised for the error.

4.0 **Matters Arising**

4.1 Item 4.1 VS informed the meeting that the intercom system was still outstanding. AD to chase up repairs team.

4.2 Feedback from the financial report: RB stated the board members would like to have the record of the reserves in the last previous years. He would like this information provided with the necessary explanation.

4.3 Feedback from Housing Management: RB stated that the board was fed up of the inaction from the TMO in responding to the various issues that were still outstanding. He stated the board was prepared to escalate these issues to the Council if the TMO fail to address them.

5.0 **Digital Television**

5.1 RB informed the meeting that the residents of the Lancaster West Estate will not be paying for the digital connection. This was because it was already stated in their tenancies that the resident will be given free analogue connection, thus no extra charge should be incurred by residents for the change over to the digital system as it was already included in their rent charges. He also stated that no new wiring will be required for the estate.

5.2 AD informed the meeting that the team dealing with the digital connection will be contacting the board to address the queries they may have. She also stated that the team intend to carryout a road show for the estate.

6.0 **A.G.M 2011**

6.1 RB informed the meeting that the AGM which should take place in the month of March 2011 will be put on hold for the part B of the meeting held on 7<sup>th</sup> February 2011 to be implemented. TM informed the meeting of the need to ensure that the AGM was not delayed like the previous year which did not take place until June 2010.

7.0 **Treasurers Report**

- 7.1 CR informed the meeting that the current balance in the EMB account was £7,157.74. She also confirmed that Capital Energy who rented Room1 of the EMB Room have paid their charges.

8.0 **Repair Committee**

- 8.1 CR informed the meeting that the committee had planned an open meeting to discuss repairs issues for the estate. The purpose of the meeting will be to review the current service provided, highlight what is not working and agree on the way forward for improvement. The date for the Repairs Day will be Tuesday 26<sup>th</sup> April 2011 at 6.30 pm.

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11.0 **Any Other Business**

- 11.1 **Payment for Board members:** RB stated that each board member is supposed to receive £6.00 each time they attend these meetings. He stated that they would like to start claiming this amount which is a minimal cost. AD to look into this
- 11.2 **Fob keys:** AD informed the meeting that the re-programming of the fob keys will be starting from the 14<sup>th</sup> March 2011. The main focus will be the finger blocks and Grenfell Walk at present. This is the first step towards trying to improve security on the estate.
- 11.3 **Area Review Board:** The next meeting will be the 29<sup>th</sup> March 2011 at the EMB Rooms.
- 11.4 **Pest Control:** The board stated that current service provided by the Council was not effective as there is currently mice infestation at block 500 Barandon Walk. RB stated that the contract with Rentokil was more effective than that of the council and cheaper. AD to organise meeting with the board and the council to address these issues.
- 11.4 **Date of next:** The board agreed to start having the meeting on the third Tuesdays of the month. The date of the next meeting will be 19<sup>th</sup> April 2011.



**THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA  
TENANT MANAGEMENT ORGANISATION**

**JOB PROFILE**

**JOB TITLE:                    AREA MANAGER**

**MAIN PURPOSE OF JOB**

To lead a team which includes 2 Estate Officers, an Estate Services team, an Administrative team and a Handyman and Receptionist, covering the full range of housing management services to residents. To ensure that service delivery meets a consistently high level within budget for Lancaster West. To act as a key contact point between the area team and key departments of the Council, TMO and external agencies as appropriate. To be responsible for participation with the local Tenants' Association and Area Review Board. Directly accountable to the Estate Management Board and the Lancaster West Management Association Ltd., with responsibility for the delegated budgets, business planning, and local service delivery. Carry out company secretary role for the Board in ensuring good governance of the EMB.

**DUTIES AND RESPONSIBILITIES**

1. To ensure that estate services, response repairs and housing management functions are provided to a high standard at Lancaster West.
2. Manage all staff resources within the designated area including Estate Officers, Handyman, Estate Superintendent, the Area Administrative team, Estate Inspectors and concierge staff where appropriate.
3. Manage and control the devolved EMB budgets including staffing, office costs and repairs and maintenance. To monitor and manage these budgets reporting any significant vacancies and forecasts to the Estate Management Board.
4. Take a lead in clienting capital projects for Lancaster West including chairing meetings,
5. Ensure effective participation with Lancaster West Tenant Associations, and to act as lead officer at the Area Review Board.
6. To be the Lancaster West representative for outside agencies/ Councillors and other interested parties.
7. Ensure that all correspondence, formal complaints, member's enquiries, RA enquiries and Ombudsman investigations are responded to with set target.

8. To monitor performance of all staff, in particular rent arrears/rent income, cleaning/horticulture, communal repairs, response repairs, and also recommend appropriate management action.
9. To be the focal contact point for Lancaster West between various departments of the Council and external agencies, such as the Police and contractors.
10. Advise senior management of problems that significantly affect residents at Lancaster West and which could have an impact on both the TMO/EMB's public relations and image.
11. To take the lead in identifying new initiatives and policies that improve service delivery for local residents and their families.
12. Manage all the estate facilities, including mess facilities, surgeries and offices in the area, and take responsibility for their upkeep, cleanliness and suitability for the public.
13. To manage the 3 way relationship between the Council, TMO and EMB. To work closely with both in regard to performance management of the EMB's function and ensuring the TMO delivers services identified in the service level agreements.
14. To regularly review the management agreement with the Council and the TMO, seeking legal advice and guidance where appropriate.
15. To carry out the role of company secretary for the EMB including annual returns to the Financial Services Authority (FSA), arranging the audit of annual accounts, updating the membership register and issuing share certificates, organising the general meetings including AGM, and maintaining the register of Company Directors.
16. To be accountable to the EMB Board, and its sub committees, including in consultation with the chair, organising the agendas, arranging minutes drafting and presenting reports.
17. To support the EMB by providing ongoing support.
18. To procure and manage contracts on behalf of the EMB including pest control, concierge services, and localised repairs.
19. To identify external sources of funding including match-funding to lever in additional resources for the benefit of the estate and community.
20. To look at local opportunities to generate income, for example lottery and commercial enterprises in partnership.

21. Any other relevant and appropriate duties as directed by the Chief Executive of the TMO.



**JOB TITLE: AREA MANAGER**

**RANGE: HAY**

**RESPONSIBLE TO:**  
**QUALIFICATIONS:**

- **Educated to degree level or equivalent**
- **Ideally a post-graduate qualification in housing, management or related subject**

**EXPERIENCE:**

**Considerable relevant experience at a management level in housing or related organisation**

**Experience of managing financial, budgetary and performance management information**

**Experience of drafting Board and committee reports and presenting them to board and committees**

**Experience of managing and developing estate and housing management services including conducting re-organisational reviews**

**Experience of and ability to work with elected representatives (tenant leaders and councillors)**

**Experience of project management including involvement in both major and minor projects**

#### **KNOWLEDGE & SKILLS**

- **Knowledge of Housing Legislation and Practice & related Building & Construction and Health & Safety legislation**
- **Ability to work independently without defined guidelines**
- **Ability to lead on strategy, policy and service development**
- **Strong organisational skills**
- **Ability to prioritise and achieve goals**
- **Experience of IT applications and technology**
- **Knowledge of Company Secretary role and duties**
- **Knowledge of Finance and Budget**

**QUALITIES:**



- **Business Awareness.** Ability to analyse national & local market conditions and locate broader business issues
- **Customer Focus:** Ability and willingness to address the needs of internal and external customer with consistency and appropriate sensitivity
- **Communication:** Ability to communicate clearly and effectively with others taking into account the needs and expectations of others
- **Influencing others:** Ability to influence the behaviour of others, plan their work and development and communicate clearly using a variety of techniques
- **Leadership:** Motivate, inspire and support others to achieve company goals. Build team through effective communication and involving others in the process of team building and development.
- **Achieving results:** Demonstrate drive, desire to work well and to achieve goals and targets
- **Liaising & networking:** Proactively build positive relationships with others inside and outside the organisation to improve knowledge, share information, benchmark against others and ensure adoption of effective business practice.
- **Managing Change:** Ability to initiate and support change as required. Strive to improve work processes and systems in line with evolving business needs

## **COMMITTEMENT**

- To tenant participation and management, and an understanding of the role of the EMB Board in managing the company
- High standards of personal and professional integrity

## **SPECIAL CONDITIONS:**

- Able to attend evening meetings with Residents' Association, Area Review Board, Estate Management Board

**Agenda items Lancaster West Management Board Meeting**

**8<sup>th</sup> February 2011**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting
4. Matters arising
5. TMO Finance Manager
6. Room rental update
7. OCS Cleaning Services
8. Phone and Internet Service
9. ARB Scheme
10. Academy Update
11. Sub committee reports.- Constitutional  
Cleaning  
Finance  
IT and Media  
Repairs  
Security
12. Any Other Business

*Latimer Road  
3 am works  
turning shift off scaffolding  
using radios*

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2010**

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<b>TITLE OF MEETING</b>	<b>Lancaster West Board Meeting</b>
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Date:	Tuesday 7 <sup>th</sup> December 2010
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Venue:	EMB Rooms
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<b>Present:</b>	1. Robert Bryans (RB)	EMB Chair
	2. Hazel Burke (HB)	EMB Member
	3. Gordon Evans (GE)	EMB Vice Chair
	4. Christine Richer (CR)	EMB Treasurer
	5. Iris Wong (IW)	Board Member
	6. Virginia Sang (VS)	Board Member
	7. Peter Martindale (PM)	Board Member
	8. Cllr Blakeman	Board Member (Co-opted)
<b>Officers in Attendance</b>	9. Alasdair Manson	Assistant Director of Housing
	10. Adelola Dairo	Area Manager
	11. Deon Wilks	Estate Office
	12. Penelope Tollitt (PT)	RBKC Planning Dept
	13. Jane Trethewey (JT)	RBKC Housing Management
<b>Apologies</b>	Dougal Stewart	Board Member
	Teresa Miles	EMB Secretary
	Bernard Shaw	Board Member
	Cllr Palmer	Board Member (Co-opted)



- 1.0 **Welcome and Apologies.**
- 1.1 Introductions.
- 2.0 **Declaration of interest.**
- 2.1 No interest declared.
- 3.0 **Minutes of Board meeting held on 9<sup>th</sup> November 2010**
- 3.1 Item 8.2 amended a recycling no longer collected at weekends.
- 4.0 **Matters Arising**
- 4.1 CR stated that the letter headed paper used by Estate Office was too thick and expensive. CR was advised that all letter headed paper will now be printed in house.
- 4.2 CR wants to know if water has been plumbed in, instead of the bottled water. AD advised that a tap is to be plumbed in for the Estate Inspectors office. She also explained that the saving from the budget will be reduced from approximately £1500 to £500. RB wants all water plumbed in, including the Estate Office.
- 5.0 **Housing Management Report**
- 5.1 AM briefly talked through the performance report and answered questions from the board.
- 5.2 Repairs: VS highlighted the fact that the repairs items raised from the estate walkabout were still outstanding. AD informed the board that a report with an update for these repairs can be organised. CR and HB stated that they had a list of tenants with outstanding repairs. CR wants a list of outstanding repairs of individual and communal repairs. They were informed that only information on communal repairs can be given.
- 5.3 Inspection: CR Wants to know why the cleaning/repairs committee were not present during the inspection carried out by AM and the Repairs Manager. She was advised that the inspection targeted specific residents' addresses, thus they could not be invited.
- 5.4 Customer Service Centre: VS explained that she spent 30 minutes trying to get through to the CSC. AM informed the board if the specific date and time was known, then TMO would be able to track a reason for this. AM explained in advance that the next time the Housing Management report is produced it will show an increase of phone calls lost due to recent weather conditions. VS wants to know why employees cannot travel to work when there has been snow and ice
- 5.5 CR reported that the entrance doors at 400's Hurstway Walk have been broken for over 1 month. She would like to see CCTV inside of the blocks as well as the outside. AD stated that it would be good to find out if the cameras can be repositioned to pick up more activity. RB wanted to know if cameras have been modified. AD to get the engineers to check this out.



- 5.6 HB thinks that the communal doors were too weak. She believes that the magnet used is not strong enough and wants decent doors fitted. CR wants to know if there were similar problems on patch 08. AD informed that board the problem was mainly at the finger block
- 5.7 HB want the chains removed from the finger blocks as she feels that they serve no purpose. AD to look into this.
- 6.0 **Kensington Academy & Leisure Centre Penelope Tollitt.**
- 6.1 PT went through the plans with regards to the Academy and Leisure Centre and answered questions from the board members
- 6.2 GE informed the meeting that not all residents on the estate were consulted. Cllr Blakeman stated that the design of the leaflet was not clear.
- 6.3 The Muriel next to EMB hall was discussed. Positive feedback was received from residents and majority of the board members stated that they were pleased with the Muriel.
- 6.4 CR wants Terry Guppey to attend the next meeting. She feels that pathway is uneven by Station Way.
- 6.5 PT briefly discussed new pedestrian routes if the Academy is to be built. VS stated that putting in narrow alleyways will run the risk of increased crime on the estate.
- 6.6 GE, VS, HB believe that Virgin Active on Lancaster Road would be an ideal site for the Academy.
- 6.7 RB stated that a large sum of money had been spent improving the boiler in Grenfell Tower. He does not think that individual boilers would work.
- 7.0 **Rental Income for EMB club rooms.**
- 7.1 CR informed the meeting that statements from the bank showed that Capital was not paying their rent. AD to chase this up.
- 7.2 AD advised CR that she had not been made aware that the rental charges for the EMB hall had increased. CR to provide AD with the details.
- 7.3 RB requested that the bill for FSA be addressed as a matter of urgency. Telephone for the EMB office to be cancelled.
- 8.0 **Any other business**
- 8.1 Cllr Blakeman informed the board that the Lancaster West Resident Association won a gold award and have been awarded

£500.00.

8.2 Area Board Meeting with Board members and the Resident Association will be on the 08.12.10 at 14:30 hrs

8.3 **Date of next Meeting;** 11<sup>th</sup> January 2010

Agreed a correct record .....

Chair of the Board.....  
The Lancaster West Management Association

**THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA**  
**TENANT MANAGEMENT ORGANISATION LIMITED**  
**REPORT BY THE ASSISTANT DIRECTOR OF NEIGHBOURHOOD MANAGEMENT**  
**LANCASTER WEST BUDGET PROPOSALS**

**FEBRUARY 2011**

**1. Purpose of the Report**

- 1.1 The purpose of this report is to propose staff structure changes in light of the financial position of the Lancaster West budgets.

**FOR DECISION**

**2. Introduction**

- 2.1 In December 2010 the Estate Management Board were advised of the forecast overspend of staffing costs against the agreed company budgets from April 2011 onwards. Staff costs for the financial year 2011-2012 are presently forecast to be £303,207 against a budget of £270,176. This is a overspend of £45,248.
- 2.2 In January 2011 the Chair and Vice Chair of the Lancaster West Estate Management Board (EMB) requested the Assistant Director of Neighbourhood Management to examine the structure within the financial constraints identified above.
- 2.3 This paper identifies and recommends to the Board both a structure to provide services within the scope of the budget, and also highlights a number of items for the EMB to investigate to provide continuous improvement in service provision.
- 2.4 In order to maintain the simplicity of the paper, job descriptions are contained within the appendix.

**3. The present Lancaster West staffing structure – Budget**

- 3.1 At present, the EMB receives services by TMO employed staff, comprising:



Table 1. Current Staffing structure, on costed salaries and 2011-2012 budget provision.

<b>Job Title</b>	<b>Temp of Permanent member of staff</b>	<b>Current salary cost</b>
<b>Area Manager</b>	Permanent position filled temporarily	53,076
<b>Estate Officer</b>	Permanent	45,249
<b>Estate Officer</b>	Temporary	45,249
<b>Receptionist</b>	Permanent	28,388
<b>Administration</b>	Permanent (based at the Hub)	31,437
<b>Administration</b>	Permanent (based at the Hub)	30,240
<b>Estate Inspector</b>	Permanent	27,229
<b>Estate Inspector</b>	Permanent	24,860
<b>Handyman</b>	Permanent	29,696
<b>Total present staff costs</b>		315,424
<b>Total 2011-2012 budget</b>		270,176
<b>Total budget deficit £</b>		<b>45,248</b>

3.2 The Board will note that there are two positions currently filled with members of staff employed on a temporary employment contract. On-costed salaries include pension provision and the usual employer contributions.

3.3 Based on the current staff structure and without changes, the forecast overspend from April 2011 is £45,248. It is not possible for the TMO or EMB to incur budgetary losses and therefore the Board are asked to consider the following proposal to provided services within budgeted cost.

#### **4. Structure proposals from April 2011- Budget**

The following proposal table presents a balanced financial and staff structure.

Table 2. Proposed Staffing structure, on-costed salaries and 2011-2012 budget provision.

<b>Job Title</b>	<b>Temp of Permanent member of staff</b>	<b>Current salary cost</b>
<b>Area Manager</b>	Permanent position new recruitment	53,076
<b>Estate Officer</b>	Permanent	45,249
<b>Receptionist</b>	Permanent	28,388
<b>Administration</b>	Permanent (based at the Hub)	31,437
<b>Administration</b>	Permanent (based at the Hub)	30,240
<b>Estate Inspector</b>	Permanent	27,229
<b>Estate Inspector</b>	Permanent	24,860
<b>Handyman</b>	Permanent	29,696
<b>Total present staff costs</b>		270,175
<b>Total 2011-2012 budget</b>		270,176
<b>Total budget deficit £</b>		<b>£0</b>



- 4.1 The Board will note that the change within this structure represents the reduction of the Temporary Estate Officer position. This balances the budget and removes the risk of overspend during the next financial year.
- 4.2 No proposals are made relating to changing the role of the frontline staff, such as Estate Inspectors or Handyman. This will be reviewed with the Board upon the recruitment of a manager position, which is expressed below as part of an overall action plan.

## 5. Rationale for the structure proposals

- 5.1 Lancaster West is a large, densely populated estate with a range of low rise, street and high rise property. It has historically enjoyed the use of a locally based management structure, employed by the TMO, with staff being dispersed in different offices over a small area. There is no proposal to change the locally based provision of services at Lancaster West. None of the proposals in this paper will mean further staff moved to other TMO offices.
- 5.2 Recently from the Board, and also through the Assistant Directors own assessment, the following concerns have been identified, which the structure has sought to address. These matters have been summarised in table 3. which will also highlight some suggestions to tackle these as part of the re-structure.

Table 3. Action Plan for addressing service issues and structure considerations

Areas of concern	Relevant area of staff structure	Action plan to address through a new structure
Poor perception of services delivered by Management and Estate Officers	Area Manager Estate Officers	<ul style="list-style-type: none"> <li>Recruit manager position, jointly with the Board, fully integrated within the process</li> <li>Re-assess management role jointly prior to recruitment process.</li> </ul>
Poor relationship between housing staff, residents and the Board	Area Manager Estate Officers	<ul style="list-style-type: none"> <li>Re-establish management link between the staff, EMB, RBKC and residents through closer joint working.</li> <li>Establish a focused management style tailored to the EMB needs</li> <li>Spend time on the role</li> </ul>

		and ethos of the position within recruitment process.
<b>Limited accessibility of staff</b>	Area Manager Estate Officers Reception	<ul style="list-style-type: none"> <li>• Establish an accessibility strategy for the dispersed offices at L/West.</li> <li>• Investigate the option of staff in one office for a provision of core services for all residents</li> <li>• Re-evaluate Hub location of Admin staff within the office accommodation and access strategy</li> <li>• Review reception/ concierge service</li> </ul>
<b>Lack of drive for service improvement on the ground</b>	TMO contracted services and monitoring officers	<ul style="list-style-type: none"> <li>• Establish a service improvement plan for the L/West with identified key resources including a new manager role.</li> <li>• Ensure the monitoring and performance management of contractors is a key skill of housing management and front line staff and key focus of new manger position</li> <li>• Invest in training of the new structure.</li> </ul>

## 6. Key themes and timescale of a new structure

6.1 The key themes of any proposal is therefore not simply a reduction in personnel and budget, but a platform for a refocused housing team, working with the Board and residents to drive services forward measured against a specific improvement plan. This will include:

- During February discussions about the proposed structure will be held with current staff.



- By the end of February the EMB will work with the TMO to draft a job description and draft an advert for the manager position the EMB are confident will meet the needs of the estate locally. This will be advertised in local and the national press.
- Interviews will be scheduled for the end of March. The EMB will nominate up to two members of the Board to assist the TMO with the interviews and assessment procedure.
- During March there will be a reduction of one temporary position, either the Manager of Estate Officer position, subject to discussion with the EMB.
- Recruitment, including advertisement, interview and reference checks along with notice period can take 3 months in total. An appointment is likely to be made in late April or May.
- From February onwards the TMO will work with the EMB to scope the office resources available to the L/West, and investigate the provision of a properly accessible office providing a range of housing services (e.g. rent income advice, repairs ordering, contract monitoring, antisocial behaviour issues and surgeries for other areas such as leaseholder services).
- Upon recruitment the manager will work with the EMB and TMO management to review the roles and effectiveness of the other L/West positions, and make recommendations to improve services. The manager role will also pick up the office strategy and improvement action plan. These will be ongoing but no later than the last quarter of 2011-2012.

## **7. Financial Implications of the proposals**

- 7.1 Failure to alter the structure will result in a considerable financial loss to the EMB budgets managed by the TMO. The TMO will make adjustments to the staff structure to balance the budget of its own accord only if the EMB is not able to agree Company Budget savings. The purpose of this paper is to set out proposals which are mutually agreed form the basis to add long term value to services received by Lancaster West.

## **8. Conclusion**

- 8.1 The EMB Board is asked to agree the implementation of:
- The proposed structure identified at 4.0
  - The proposed contents and timescale of the restructure and action plan issues in 5.0 and 6.0

**Alasdair Manson**

**Assistant Director of Neighbourhood Management**

**THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA  
TENANT MANAGEMENT ORGANISATION**

**JOB PROFILE**

**JOB TITLE:                    AREA MANAGER**

**MAIN PURPOSE OF JOB**

To lead a team which includes 2 Estate Officers, an Estate Services team, an Administrative team and a Handyman and Receptionist, covering the full range of housing management services to residents. To ensure that service delivery meets a consistently high level within budget for Lancaster West. To act as a key contact point between the area team and key departments of the Council, TMO and external agencies as appropriate. To be responsible for participation with the local Tenants' Association and Area Review Board. Directly accountable to the Estate Management Board and the Lancaster West Management Association Ltd., with responsibility for the delegated budgets, business planning, and local service delivery. Carry out company secretary role for the Board in ensuring good governance of the EMB.

**DUTIES AND RESPONSIBILITIES**

1. To ensure that estate services, response repairs and housing management functions are provided to a high standard at Lancaster West.
2. Manage all staff resources within the designated area including Estate Officers, Handyman, Estate Superintendent, the Area Administrative team, Estate Inspectors and concierge staff where appropriate.
3. Manage and control the devolved EMB budgets including staffing, office costs and repairs and maintenance. To monitor and manage these budgets reporting any significant vacancies and forecasts to the Estate Management Board.
4. Take a lead in clienting capital projects for Lancaster West including chairing meetings.
5. Ensure effective participation with Lancaster West Tenant Associations, and to act as lead officer at the Area Review Board.
6. To be the Lancaster West representative for outside agencies/ Councillors and other interested parties.
7. Ensure that all correspondence, formal complaints, member's enquiries, RA enquiries and Ombudsman investigations are responded to with set target.



8. To monitor performance of all staff, in particular rent arrears/rent income, cleaning/horticulture, communal repairs, response repairs, and also recommend appropriate management action.
9. To be the focal contact point for Lancaster West between various departments of the Council and external agencies, such as the Police and contractors.
10. Advise senior management of problems that significantly affect residents at Lancaster West and which could have an impact on both the TMO/EMB's public relations and image.
11. To take the lead in identifying new initiatives and policies that improve service delivery for local residents and their families.
12. Manage all the estate facilities, including mess facilities, surgeries and offices in the area, and take responsibility for their upkeep, cleanliness and suitability for the public.
13. To manage the 3 way relationship between the Council, TMO and EMB. To work closely with both in regard to performance management of the EMB's function and ensuring the TMO delivers services identified in the service level agreements.
14. To regularly review the management agreement with the Council and the TMO, seeking legal advice and guidance where appropriate.
15. To carry out the role of company secretary for the EMB including annual returns to the Financial Services Authority (FSA), arranging the audit of annual accounts, updating the membership register and issuing share certificates, organising the general meetings including AGM, and maintaining the register of Company Directors.
16. To be accountable to the EMB Board, and its sub committees, including in consultation with the chair, organising the agendas, arranging minutes drafting and presenting reports.
17. To support the EMB by providing ongoing support.
18. To procure and manage contracts on behalf of the EMB including pest control, concierge services, and localised repairs.
19. To identify external sources of funding including match-funding to lever in additional resources for the benefit of the estate and community.
20. To look at local opportunities to generate income, for example lottery and commercial enterprises in partnership.

21. Any other relevant and appropriate duties as directed by the Chief Executive of the TMO.

**JOB TITLE: AREA MANAGER**

**RANGE: HAY**

**RESPONSIBLE TO:**  
**QUALIFICATIONS:**

- **Educated to degree level or equivalent**
- **Ideally a post-graduate qualification in housing, management or related subject**

**EXPERIENCE:**

**Considerable relevant experience at a management level in housing or related organisation**

**Experience of managing financial, budgetary and performance management information**

**Experience of drafting Board and committee reports and presenting them to board and committees**

**Experience of managing and developing estate and housing management services including conducting re-organisational reviews**

**Experience of and ability to work with elected representatives (tenant leaders and councillors)**

**Experience of project management including involvement in both major and minor projects**

#### **KNOWLEDGE & SKILLS**

- **Knowledge of Housing Legislation and Practice & related Building & Construction and Health & Safety legislation**
- **Ability to work independently without defined guidelines**
- **Ability to lead on strategy, policy and service development**
- **Strong organisational skills**
- **Ability to prioritise and achieve goals**
- **Experience of IT applications and technology**
- **Knowledge of Company Secretary role and duties**
- **Knowledge of Finance and Budget**

**QUALITIES:**

- **Business Awareness.** Ability to analyse national & local market conditions and locate broader business issues
- **Customer Focus:** Ability and willingness to address the needs of internal and external customer with consistency and appropriate sensitivity
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- **Influencing others:** Ability to influence the behaviour of others, plan their work and development and communicate clearly using a variety of techniques
- **Leadership:** Motivate, inspire and support others to achieve company goals. Build team through effective communication and involving others in the process of team building and development.
- **Achieving results:** Demonstrate drive, desire to work well and to achieve goals and targets
- **Liaising & networking:** Proactively build positive relationships with others inside and outside the organisation to improve knowledge, share information, benchmark against others and ensure adoption of effective business practice.
- **Managing Change:** Ability to initiate and support change as required. Strive to improve work processes and systems in line with evolving business needs

#### **COMMITTEMENT**

- To tenant participation and management, and an understanding of the role of the EMB Board in managing the company
- High standards of personal and professional integrity

#### **SPECIAL CONDITIONS:**

- Able to attend evening meetings with Residents' Association, Area Review Board, Estate Management Board



**The Royal Borough of Kensington & Chelsea  
Tenant Management Organisation**

**JOB PROFILE**

**Title:** Estate Inspector  
**Location:** Lancaster West Estate  
**Responsible to:** Estate Superintendent  
**Range:** Scale 3-4

**Main purpose:**

To work as part of an Estate management team providing a quality service to residents during normal office hours or when as an officer on call out duty.

To act as a 'good neighbour', safeguarding the interests of the residents, including giving practical assistance to residents, especially the elderly or disabled, and to assist with providing emergency response to those in difficulty.

To monitor contractors, and their work, and carry out those inspection tasks that are applicable to the Lancaster West Estate.

To undertake those inspection duties specific to the Lancaster West Estate.

**Duties and Responsibilities:**

- 1 To conduct a regular inspections of communal parts of the estate within area of responsibility as defined by the Estate Superintendent. To check cleanliness, state of repair, lighting and general upkeep of these areas. To maintain a written record of these inspections and take necessary action to deal with any identified defects.
- 2 To build up a rapport with residents and to respond to requests for practical assistance, which reasonably fall within the scope of the job.
- 3 To build up a rapport with contractors in order to effectively carry out duties.
- 4 To report incidents of anti social behaviour on estates and act as a professional witness on behalf of the EMB having taking account of risk assessment procedures
- 5 In the event of any disruption in main services, such as gas, water, electricity etc., to take all necessary measures to ensure the safety of residents, minimise their inconvenience and protect Council property from damage.
- 6 To provide reasonable assistance, advice and directions to representatives of organisations undertaking official duties on estates, e.g., members of the police, gas, electricity and water authorities, contractors or EMB/TMO and council officers.

- 7 To identify any potential health and safety issues on estates and to liaise with other EMB/TMO staff and contractors to ensure any problems are promptly resolved.
- 8 To make proper and safe use of any tools or equipment issued and to use mechanical appliances as directed and in accordance with training given, including the manual operation of lifts and the release of people trapped therein.
- 9 To monitor car parking on the estate and liaise with the Area Administration Officer about unauthorised parking.
- 10 To monitor the performance of contractors on the estates under the direction of the Estate Superintendent. To undertake post inspections of contractor work and complete checklists and monitoring forms. To report any complaints regarding the contracts, according to the set procedure, and to ensure that work is carried out within the standards specified in the terms of the contract.
- 11 To keep written records as required for the effective performance of duties.
- 12 To use the TMO/EMB's IT repairs systems as appropriate to log faults and raise communal repairs.
- 13 To provide an on-call emergency service according to a set rota.
14. To provide weekend cover as required and directed by the Area Manager/Estate Superintendent and be responsible for the security of any equipment, records and Appointment books on the reception desk and the secure storage of such Records.
15. To wear the uniform and other safety/protective clothing or shoes provided when on duty as appropriate.
16. In the absence of the Estate Superintendent to undertake void inspections and log repairs having undergone appropriate training.
17. To attend regular 1-1 meetings with the Estate Superintendent.
18. To deputise for the Estate Superintendent and attend estate services contract meetings.
19. To regularly inspect communal garages and controlled parking spaces and ensure that gates and locking devices operate efficiently at all times, immediately reporting any defects.
20. To ensure refuse is removed from open spaces and gardens with minimum delay including, if appropriate, removal to specified collection point.
21. To liaise and accompany prospective tenants to properties. To provide prospective tenants with general advice concerning the estate.
22. To deliver block letters, newsletters, and other correspondence. Fob keys and

other items can be delivered if residents are unable to attend the estate office due to vulnerability, disability or frailty.

23. To check communal lighting and raise orders accordingly.
24. To check security of empty properties.
25. To identify and report incidents of crime and nuisance on the estate.
26. To advise residents on the use of refuse facilities, recycling and disposal of garden waste and bulky items.
- 27 To attend training as required for the better performance of the inspectors.
28. To act as ambassador for the EMB and play a key role in developing the customer focus of the organisation.
- 29.To Monitor Garages and carry out a range of duties inclusive the following:
  - Ensure that all vacant Garages are reallocated.
  - Raise works orders for repairs.
  - Ensure lock changes are carried out.
  - Monitor waiting list applications and maintain waiting list.
  - Provide performance management data for Estate Superintendent, Monthly to report back to EMB Board.
30. To deputise for the Superintendent, assuming responsibility for the following duties.
  - a)
    - Void inspections
    - Void repairs and all safety checks
    - Void post inspections
    - Liaise with all Contractors
  - b) Attending meetings as required by Estate Superintendent Inc.
    - Health and Safety
    - Repairs Sub Committee
    - One to One meetings with General Building Contractor
  - c) To post work of the Handyperson Inc:
    - Reporting on quality of workmanship
    - Advising Area Manager of broken appointments / Non completions / P.I. failures.
    - Carry out monthly audit of key cupboard in Reception inc. – reporting & chasing up missing keys.



**The Royal Borough of Kensington & Chelsea  
Tenant Management Organisation**

**PERSON SPECIFICATION**

**Job Title:** Estate Inspector

**Location:** Lancaster West Estate

*Listed below are the requirements needed to undertake this job. These will form a key part of the selection process.*

**QUALIFICATIONS/EXPERIENCE**

- Previous experience working as An Estate Inspector/Caretaker is essential.
- Experience of monitoring, inspecting and reporting on maintenance contracts e.g. horticulture, repairs, cleaning and carrying out comprehensive Estate Inspections is desirable.

**KNOWLEDGE/SKILLS**

- Basic skills linked to inspecting, monitoring and reporting. Ability to write clear reports, communicate effectively with residents and colleagues and external agencies.
- Able to work as part of a team and use own initiative.
- Well organized and neat administrative skills.
- Ability to undertake void inspections.
- Ability to use a computer to maintain accurate, up to date records of estate inspections, pre and post inspections write reports and log jobs.
- Good organisational and time management skills.
- Ability to effectively respond to emergency situations.
- Ability to assume ambassadorial role for the EMB.
- Understanding of Health & Safety legislation relating to post.
- Knowledge of materials used in Cleaning and tools required to carry out minor repairs.
- An understanding of how to manage work safely at all times in the workplace and estate environment.
- Health & Safety Training



- Understanding of Basic Repairs & Maintenance.
- GCSE Maths and English or equivalent.

## **QUALITIES**

- Able to work on own initiative and offer suggestions on how to improve the service.
- A friendly and assertive manner with customers, confident working at the sharp end.
- Highly customer focused.
- Respect for all customers irrespective of circumstances, ethnic origin, religion, sexuality, mental health, and language skills.
- Flexible, responsive and willing to learn new skills.
- Must be physically fit and have a good record of attendance and timekeeping.



### **3. Job Activities**

- 3.1 Changing light bulbs, adjusting timer switches, minor plumbing and carpentry works, minor decoration and making good. Tasks such as repairing/replacing leaking pipes, taps, ball valves. Dealing with blockages, replacing basins, forcing entry and changing locks, overhauling doors, windows, gates. Making good small areas of brickwork, rendering and plastering, tiling, decorating, repositioning kitchen units, CCTV installations, removing satellite dishes, TV aerials erected without permission, painting garages walls and floors. Use of the forklift on the estate and van to obtain supplies and deliver to stock room and equipment & parts to other locations. Post-inspections as requested. Attending evictions for force entry and other relevant work.
- 3.2 Ensuring details of work are inputted onto repairs computer together with the appropriate schedule of rates item. Complete work carried out on work ticket with details of materials used, time spent and whether job completed or referred.
- 3.3 Promptly inspect within target times repair requests, arranging and maintaining appointments, recording access problems, reporting work, which needs to be referred to technical services or the general build contractor.
- 3.4 Liaise with other staff during an emergency. Carry out immediate repairs, which result from harassment or domestic violence and associated minor security works such as fitting fireproof letterboxes or window and door locks.
- 3.5 Carry with you and respond to when called any form of communication systems which have been introduced to improve the service e.g. radio, bleep, mobile phone.
- 3.6. Provide a local point of contact, promoting good relations between the EMB and residents, assisting local people by dealing with health and safety hazards on the estate and in residents homes.
- 3.7 Adhere to Health & Safety reporting procedures and file basic reports of any accidents, incidents or hazards that occur on the estate.
- 3.8 Undertake minor planned maintenance on a regular basis as required by the Area Manager. This may include clearing out and fixing gutters, gully covers, tidying cables, minor concrete repairs, trip hazards, play equipment, signage etc.
- 3.9 Secure vulnerable properties from vandalism or squatting as practicable.
- 3.10 Make proper use of and maintain equipment and tools. Work at all times in a safe and responsible manner, considering all safety aspects relating to the use of power tools, hazardous products, climbing etc.
- 3.11 Ensure proper maintenance of work records to ensure a value for money repairs

service and make suggestions on how the work could be better organized and improved.

- 3.12 Maintain proper records of stores used and ordered and ensure stores are kept in a neat, safe and secure manner.
- 3.13 Undertake any duties as directed by the Area Manager including assisting estate services staff during times of low demand for the Handyman Service.
- 3.14. Be willing to undertake work on other nearby estates if required to ensure the viability of the service.

Signed:

Date:

Witness;



**The Royal Borough of Kensington & Chelsea  
Tenant Management Organisation Ltd**

**JOB PROFILE**

**Title:** Housing Officer  
**Location:** Lancaster West EMB, W11  
**Responsible To:** Area Manager  
**Range:** D

**Main purpose**

To act as the primary point of contact for tenants, leaseholders, and the Tenants Association. To be responsible for the enforcement of the Council's conditions of tenancy and lease agreements including the recovery of rent arrears and leaseholder service charges and the management of approximately 500 dwellings.

**Duties and responsibilities**

1. To work with other sections including the TMO, Council Departments and external agencies including the Police, Law Centres, Advice Agencies etc. in order to facilitate the day to day management of the dwellings and estates.
2. To apply and enforce the Council's lease covenants and tenancy conditions.
3. To be responsible for the recovery of all charges within the patch including rent and service charges, licence fees using the facilities of the computerised accounting systems.
4. To provide advice and counselling to tenants relating to welfare benefits, housing benefits and provide appropriate referrals to support agencies.
5. To provide evidence at Court for possession and forfeiture applications, stay of execution hearings. To provide instruction to Solicitors and brief Counsel where appropriate.
6. To take action on individual cases of Anti-Social Behaviour, Harassment Domestic Violence and co-ordinate the collation of information where further legal action is being considered.
7. To liaise with Social services to support vulnerable residents including assisting in maintaining a client register.
8. To investigate requests for tenant transfers, and provide reports where management priority transfers are sought.
9. To investigate and process Right to Buy applications.
10. To maintain a programme of Estate visits, prepare associated reports, including recommending Estate Improvements, such as enhanced cleaning, Area Revenue Works, or Health and Safety repairs.
11. To work closely with Lancaster West Tenants Association concerning the routine management of their estate, including attendance at estate site meetings, Tenants Association meetings and Area Review Board meetings.

12. To attend monthly Estate Management Board meetings and provide a minute taking service to the Board. To work closely with Tenant Participation Section to provide training and support to the Tenants association and the Estate Management Board.
13. To draft replies to Customer Complaints, Tenant Associations and Members Enquiries where appropriate.
14. To investigate complaints about cleaning, horticultural standards, car parking and abandoned vehicles on estates taking the necessary action to ensure that estate services staff address these issues.
15. To liaise with the Area Surveyor in relation to repairs and applications from tenants to carry out alterations in their homes.
16. In the absence of the Area Manager to liaise with the Area Administrative Officer to ensure adequate staff covers for the Area team.
17. To prepare for and attend regular 1-1 meetings with the Area Manager and contribute to monthly team meetings.
18. Any other relevant and appropriate duties as may be allocated by the Area Manager.

**The Royal Borough of Kensington & Chelsea  
Tenant Management Organisation Ltd**

**PERSON SPECIFICATION**

**Job Title:** Housing Officer

**Location:** Lancaster West EMB, W11

*Listed below are the requirements needed to undertake this job. These will form a key part of the selection process.*

**QUALIFICATIONS/EXPERIENCE**

- Experience of working in Public Sector Housing (local Government or Voluntary).
- Experience of working with the public.
- Educated to GCSE (or equivalent) standard.
- Ideally, a Housing related qualification.

**KNOWLEDGE/SKILLS**

- Numeracy skills.
- Good verbal communications skills.
- Good written communication skills including the ability to produce reports in a clear, effective and appropriate style.
- The ability to communicate effectively with a range of people.
- Basic knowledge of welfare benefits.
- Experience of working with computerised systems.
- Ideally, knowledge of housing law and an awareness of current housing issues.

**QUALITIES**

- Must be able to work effectively and contribute as a member of a team.
- Commitment to providing a quality service to tenants, EMB and resident association.
- Self motivated.
- The ability to work on own initiative, organising and prioritising workload with minimal supervision.
- Must be able to work under pressure.

## **OTHER**

- Must be able to work outside normal hours on a regular basis.
- Must have the confidence to deal with clients in their homes and in the estate based office.
- A record of good attendance/good health (sympathetic consideration will be given to exceptional or one-off spells of long absence).



Agenda items  
Lancaster West Management Board Meeting  
15<sup>th</sup> March 2011

1. Welcome and Apologies

2. Declaration of interest

3. Minutes of the last meeting

4. Digital Television

5. A.G.M.

6. Treasurers Report

7. Repair Committee

8. Office Equipment

9. Royal Wedding

10. Any Other Business

Some tenant agreements say "Council will provide free TV to air as part of rental" - does not specify form of access. Even people without TV will have to pay £50 p.m. Note: will not pay as in contravention of tenancy agreement.  
 Munisim, Copley & ~~Self~~ down entry & customer services +

Postpone in light of last meeting until this has been implemented.

Contract is with Council - TMO only provide services

Meeting  
 3rd Tuesday of month in future

8. Budget not to exceed £600 agreed  
 prop. ~~FR~~ 9 CR 2nd TM

Key fobs  
 Fingers  
 Greenfell Walk

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2011**

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**TITLE OF  
MEETING**

**Lancaster West Board Meeting**

Date: Tuesday 8<sup>th</sup> February 2011

Venue: EMB Rooms

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**Present:**

- |                       |               |
|-----------------------|---------------|
| 1. Robert Bryans (RB) | EMB Chair     |
| 2. Gordon Evans (GE)  | Board Member  |
| 3. Teresa Miles (TM)  | EMB Secretary |
| 4. Virginia Sang (VS) | Board Member  |
| 5. Ivis Wong (IW)     | Board Member  |
| 6. Hazel Burke (HB)   | Board Member  |
| 7. Christine Richer   | EMB Treasurer |
| 8. Dougal Stewart     | Board Member  |

**Officers in  
Attendance**

- |                         |                         |
|-------------------------|-------------------------|
| 9. Alasdair Manson (AM) | TMO                     |
| 10. Adelola Dairo (AD)  | TMO                     |
| 11. Rupa Bhola (RB)     | TMO                     |
| 11. Cllr Blakeman       | Board Member (Co-opted) |

**Apologies:**

- |                  |                         |
|------------------|-------------------------|
| Bernard Shaw     | Board Member            |
| Gordon Evans     | EMB Vice Chair          |
| Peter Martindale | Board Member            |
| Cllr Palmer      | Board Member (Co-opted) |

1.0 Welcome and Apologies.

1.1 Introductions.

2.0 Declaration of interest

2.1 No interest declared.

3.0 Minutes of Board Meeting held on the 7<sup>th</sup> December 2010

3.1 TM informed the meeting that KM was included in the circulation list and also sent a copy of the minutes. AD checked this out and found out that KM was not included in the circulation list nor sent a copy of the minutes. *minute removed* *pending miss letter*

3.2 CR also stated that SS was no longer a board member, thus the name needs to be removed from the circulation list. AD to update the list.

3.3 Item 6.3 was corrected as The Mural.

4.0 Matters Arising

4.1 Item 5.5 VS reported that the entrance door to her block opens when the number 512 is entered into the intercom system. She also stated that the entrance door to block 300 was broken immediately it was repaired. AD to discuss with the repairs team. *not done yet, repair raised.*

5.0 Room rental update *5 weeks not done.*

5.1 AD informed the meeting that Capital Energy Saving had been sent an invoice for their outstanding arrears. A letter was also sent to their Director who promised to sort out the payment. *money paid - they have now left.*

6.0 OCS Cleaning Services *Company doing doors taking it up. Resource Centre rental goes to Council - but repairs paid by ARB - want money back*

6.1 TM informed the meeting that no OCS staff members are seen on Saturdays although, their signing in list consistently has the names of 5 staff members present on the day. She stated that she comes to the EMB office very early on Saturday mornings and never sees any of the OCS staff members around. She stated that those names must have been signed in the previous day. AD will discuss this with OCS managers. *£30k. Rev. rev. money come? totals? Is it insured & by whom? Eirer or refurb money back*

7.0 Phone and Internet Service

7.1 AD informed the meeting that the official connection date for the new line will be on 22<sup>nd</sup> February 2011, however, BT have promised to try and have the line connected at the earliest date possible.

7.2 RB informed the meeting that GE will be sorting out the internet connection.

OCS  
nauns say  
staff on  
estate 7am  
except Sat.  
& work for  
5 hrs.  
5 names in  
book, only  
2 working

8.0 **ARB Scheme**

- 8.1 CR wanted to know if we would be proceeding with the proposal discussed during the Area Review meeting. AD informed the meeting that we would be proceeding with the listed proposals and the date of the next meeting will be announced soon.

9.0 **Sub Committee reports**

- 9.1 CR informed the meeting that the repairs committee will be meeting on the 23<sup>rd</sup> February 2011 while the cleaning committee on the 29<sup>th</sup> February 2011.

10.0 **Any Other Business**

- 10.1 Draft of the planning plans where handed out to some of the Board members.

- 10.2 Date of next Meeting: To be confirmed.





## **Good news for KCTMO Residents – Digital TV is here!**

KCTMO are pleased to announce that plans are in place to install digital TV (DTV) on behalf of the RBK&C to all KCTMO properties (except individual properties that do not have a shared communal aerial).

The programme for DTV installation will be rolled out on a phased basis from November 2010 with a planned completion by November 2011.

The indicative DTV installation programme is on the back of this letter.

### **DTV and you**

Over the coming months the appointed contractor SCCI will be surveying all homes externally and making individual appointments with residents to install the equipment that will enable you to receive the digital signal.

### **How to find out more?**

KCTMO have organised 6 borough wide drop-in roadshows to enable you find out more, meet the DTV contractor and ask questions about DTV; these will take place during November 2010, December 2010 and January 2011.

<b>DTV Installation – Drop-in roadshow consultation details</b>		
<b>Date:</b>	<b>Venue:</b>	<b>Time:</b>
<b>Monday 29 November 2010</b>	World's end club room	6.30 – 8.30 pm
<b>Monday 06 December 2010</b>	Kensal resource centre	6.30 – 8.30 pm
<b>Tuesday 07 December 2010</b>	Treverton club room	6.30 – 8.30 pm
<b>Wednesday 15 December 2010</b>	Pond House club room	6.30 – 8.30 pm
<b>Tuesday 11 January 2011</b>	Henry Dickens Court club room	6.30 – 8.30 pm
<b>Tuesday 18 January 2011</b>	Portobello estate club room	6.30 – 8.30 pm

We look forward to seeing you at one of the above roadshows,

If you have any further queries relating to SWITCHOVER and the DTV installation programme please contact:

**SCCI International (Contractor) or Edith Fekarurhobo**

**SCCI Installation Team**

**(KCTMO DTV Project Manager)**

**T: [REDACTED] (local call rate)**

**T: [REDACTED] – Thursdays and Fridays**

**T: [REDACTED]**

**F: [REDACTED]**

**E: [socketinstallations@scci.co.uk](mailto:socketinstallations@scci.co.uk)**

**E: [efekarurhobo@kctmo.org.uk](mailto:efekarurhobo@kctmo.org.uk)**

**Indicative Digital TV (DTV) Installation programme:**

Phase	Property area	Post codes	External building survey	Internal faceplate installation
Phase 1	Chelsea West, Notting Hill, Kensal	SW10 W10 W11	Aug-Sep 10	Nov 10
Phase 2	Chelsea West, Chelsea, Brompton	SW10	Oct 10	Dec 10
Phase 3	Chelsea West, Chelsea, Brompton	SW10	Nov 10	Jan 11
Phase 4	Brompton, Chelsea,	SW10 SW3	Dec 10	Feb 11
Phase 5	Chelsea, Brompton	SW3 SW5	Jan 11	Mar 11
Phase 6	Brompton, Chelsea West, Chelsea, Portobello Rd, Kensal, North Kensington	SW5 SW6 UB2 W10	Feb 11	Apr 11
Phase 7	Kensal, Portobello Rd, Notting Hill, Hostel, North Kensington	W10	Mar 11	May 11
Phase 8	Kensal, North Kensington, Portobello Rd., Chelsea	W10	Apr 11	Jun 11
Phase 9	Chelsea West, North Kensington	SW10 W10	May 11	Jul 11
Phase 10	North Kensington, Lancaster West, Notting Hill	W10 W11	Jun 11	Aug 11
Phase 11	Lancaster West, Notting Hill	W11	Jul 11	Sep 11
Phase 12	Notting Hill, Brompton, North Kensington, Lancaster West	W11	Aug 11	Oct 11
Phase 13	Notting Hill, Lancaster West, Hostel, Brompton	W11 W14 W2 W8	Sep 11	Nov 11

m

**Agenda items Lancaster West Management Board Meeting**

**7<sup>TH</sup> December 2010, 6.30pm**

**EMB Club Rooms**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting
4. Matters arising
5. Ms Penelope Tollitt ( Head of Planning)
6. Housing Management Report (Alasdair Manson)
7. Rental Income for EMB Club Rooms
8. Sub committee reports
9. Any Other Business

*Civilian owned Trust*

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2010**

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**TITLE OF MEETING**            **Lancaster West Board Meeting**

**Date:**                            **Tuesday 9<sup>th</sup> November 2010**

**Venue:**                         **EMB Rooms**

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**Present:**

1. Robert Bryans (RB)	EMB Chair
2. Bernard Shaw	EMB Member
3. Teresa Miles (TM)	EMB Secretary
4. Christine Richer (CR)	EMB Treasurer
5. Iris Wong (IW)	Board Member
6. Virginia Sang (VS)	Board Member
7. Peter Martindale (PM)	Board Member
8. Hazel Burke (HB)	Board Member
9. Dougal Stewart (DS)	Board Member
10. C'lr Judith Blakeman	Board Member (Co-opted)

**Officers in Attendance**

11. Alasdair Manson (AM)	Assistant Director of Housing
12. Adelola Dairo (AD)	Area Manager – EMB
13. Deon Wilks	Estate Officer
14. Rupa Bhola	Principal Accountant

**Apologies:**                    **Gordon Evans**                    **Board Member**



1.0 **Welcome and Apologies.**

1.1 Introductions.

2.0 **Declaration of interest.**

2.1 No interest declared.

3.0 **Minutes of Board meeting held on 5<sup>TH</sup> October 2010**

3.1 CR brought to the attention of the Board that HB, DS, and BS were omitted from the attendance and GE's name was amended.

3.2 Point 3.3 amended as 'DS and TM as signatories'

3.3 Point 9.8 amended to November and not October.

4.0 **Matters Arising**

4.1 RB informed the meeting item 7 of the agenda will be dealt with under item 5 which is Finance Manager while sub committee report (item 10) will be dealt under Housing Management (item 8).

4.2 Other matters to be addressed in the meeting.

5.0 **TMO Finance Manager**

5.1 RBhola went through the Lancaster West TMO Company Budgets and Lancaster West HRA managed budgets for September 2010. The following issues were highlighted:

5.2 Phone / Broadband: RBhola advised that the EMB will be terminating one of their telephone number and Broadband service with an attempt to make some savings. Details to be addressed and finalized with AD.

5.3 PM questioned surplus of rent. RBhola explained HRA budgets and how surplus of rent is worked out.

5.4 PM highlighted item 3.2 of financial report that he does not think the redundancy should have come out of the Lancaster West budget.

5.5 Stationary Cost: CR questioned the overspent. RBhola explained that this was due to former staff ordering several boxes of estate maps. RBhola advised that the Facilities officer at TMO is now working with the EMB to ensure properly monitoring, usage of same suppliers and bulk ordering to reduce cost.

5.6 CR thinks that the drinking water is very expensive. PM suggested a tap be plumbed to the Estate Inspectors Office.

5.7 PM wanted to know about previous years contribution into the reserves

6.0 **Modular Management Agreement**

6.1 RB informed the board that they are in the process of meeting with the Council to discuss the review of the Modular Management Agreement and a meeting had been scheduled for the following week.

7.0 **Housing Management Report**

- 7.1 AM briefly talked through the performance report and answered questions from the board.

- 7.2 **Repairs:** AM explained that TMO are trying to find a solution on how to monitor the correct percentage for phone calls received and answered for just Lancaster West Estate

DS wanted to know why the repairs graph shows an increase. AM explained that this shows that more repairs have been completed within target time period.

- 7.3 **Issues regarding Morrison's:** VS stated that Morrison making appointments and not attending. She is not happy that tenants are taking time off from work and Morrison not attending.

AM explained that AD is currently chasing outstanding repairs not completed at Lancaster West by liaising with CSC. PM wants to be assured that the backlog of outstanding work from Morrison is not because they have not been paid. PM asked if Morrison are about to go bust. AM explained that he cannot comment on any financial status of Morrison.

DS Is not happy that Tudor will not be continuing repairs of roofs and balconies. He stated that Morrison were being paid higher amount for what Tudor was carrying out at a standard rate. DS has requested a comparison of the price difference between Morrison and Tudor roofing/balcony works.

- 7.4 **Out of Office Repairs:** CR explained problems she has had with calling the out of office hours number. AM said he will investigate her complaint.

- 7.5 **Accessing Estate Staff:** RB informed the meeting that he received complaints and also experienced for himself that when calling the office it is either engaged or just rings constantly. AM said he will request a report for the telephone lines from I.T.

- 7.6 **Reception Cover:** TM stated that residents were going over to the EMB office because the concierge is often not staffed. It was explained that this was due to tube strike, and we are aiming to ensure that the reception is staffed.

CR asked about lunch time cover for the reception. PM stated that he frequently noticed at reception about office short of staff. DS does not think there is enough staff in the Lancaster West Office.

- 7.7 **Estate Inspector raising repairs:** PM flagged up the issues of Estate Inspectors not being able to raise repairs. AM informed that board that the Estate Inspectors will be raising repairs after they have had the appropriate training.



PM also wants to know why the Estate Inspectors need training to raise orders. AD explained that there have been changes made to the software for raising orders and AM added that there is a new schedule of rates for raising orders.

TM requested for a time scale for the training. AM stated that a realistic time period for reinstating Estate Inspector duties would be by the end of the year.

- 7.8 **Surveyor Service:** VS and BS wants to know why there is one surveyor for the estate who now only covers the estate for one day of the week. AM explained that this mirrors the same service as the rest of the borough. He also explained that Estate Inspectors are to cover some of the void work to decrease the impact of reduced hours that the surveyor spends at Lancaster West.

#### 8.0 **Sub committee reports**

- 8.1 **Security issues:** RB stated that a total amount of £5,500 had been spent to repair the metal gate due to vandalism and that it was currently out of action. He suggested that a CCTV camera be installed to deter these anti social behaviour activities. AM said he will get a quote for CCTV.

VS wants to know if CCTV would cover fire exits also. BS stated that the CCTV does not cover all angles. BS to review all cameras that do/do not work.

- 8.2 **Cleaning:** VS informed the meeting that the re-cycling bins around Grenfell Tower were not being collected and are piling up. Cll'r Blakeman highlighted that it was the decision of the council not to collect recycling **at the weekend from Lancaster West.**

- 8.3 TM informed the meeting that a Roadshow was being organised by Liz Gunn, Ann O'Hara from the re-cycling team and CR. This is to educate residents on how to recycle sensibly and encourage them to re-cycle. BS wants leaflets advertising this in different languages.

#### 9.0 **Any other business**

- 9.1 **Grenfell Tower Action Group:** RB informed the board that Grenfell Action Group have asked EMB for money to cover their printing. He proposed that the board make a donation of £100 for printing materials. PM Seconded. All board members in favour. RB will request receipts.

- 9.2 **EMB Equipment:** RB informed the board that they were getting companies requesting to hire their plant machinery. He thinks this will be a good idea to increase revenue for the EMB.

- 9.3 **Area Review Board:** AM informed the board that Area Review Board was in operation, but has not been functioning as it should be on the Lancaster West Estate. AM stated that a budget of £20k in place till April 2011 and the ARB members need to decide on priority project.

The board agreed that a new team come together to form the ARB with representation from both the EMB and RA; the Chair from either group cannot the ARB. RB welcomed the ARB and TM, VS, CR and HB volunteered to join the ARB.

9.4 **Social Evening:** TM informed the meeting that CR and herself organised a social evening on 14.12.10 so that the EMB can get to know RA to improve future working relationship.

9.5 **Leisure Centre:** TM informed the meeting about the Leisure Centre open day. Free 1 day passes for board members on 15.11.10. HB wants to know if there can be a window cleaning service. She was advised to seek alternative measures.

9.6 **EMB Account:** CR complained of receiving one bank statement. She wanted to know how often money was received from the two offices in the EMB rooms. CR to contact the bank for the missing statements.

9.7 **Date of next Meeting;** 7<sup>th</sup> December 2010

Agreed a correct record .....

Chair of the Board.....

The Lancaster West Management Association





THE ROYAL BOROUGH OF  
**KENSINGTON  
AND CHELSEA**

## Kensington Academy and Leisure Centre

**Penelope Tollitt**

Head of Policy and Design

penelope.tollitt@rbkc.gov.uk  
[REDACTED]

**Jane Trethewey**

Housing Strategy and Regeneration Manager

jane.trethewey@rbkc.gov.uk  
[REDACTED]



### Why are we here?

- To ensure that the Lancaster West Estate Management Board is fully appraised of the position
- To be clear how the Council will liaise with the EMB in the future.

- Main elements of the project
- Main strands of public feedback to date
- Why the site was selected
- Key areas of impact for Lancaster West Estate Residents

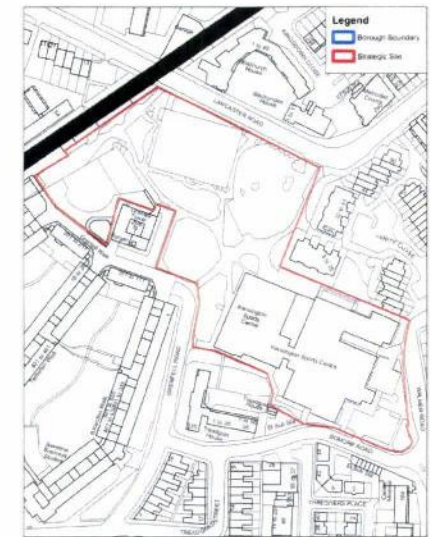






## Planning context

- Identified in the Core Strategy as a Strategic Site
  - Allocates land for a new Academy
  - Ensure the continued sport provision in the area



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## Planning Context cont

Chapter 9 of the Core Strategy focuses on the wider Latimer area

- Seeks better connections through the area
- Re-introduce a more traditional streetscape



## Planning context cont

- Feasibility Study (summer 2010)
- Cabinet report, preferring option 4C
- Mixed views on the success of the public consultation





## "Snap and Say" Consultation – 20 November 2010

- Around 50 visitors attended the session in the EMB Community Hall
- Generally, you welcomed a more interactive method of consultation.
- We found the tours of the site useful in learning more about the site.



## "Snap and Say" Consultation – 20 November 2010

LIKE – Lancaster Green:



## "Snap and Say" Consultation – 20 November 2010

LIKE – Trees:



## "Snap and Say" Consultation – 20 November 2010

LIKE – Sports Pitches:





## "Snap and Say" Consultation – 20 November 2010

LIKE – Playground:



## "Snap and Say" Consultation – 20 November 2010

DISLIKE – Crossing/Corner at Lancaster Road



## "Snap and Say" Consultation – 20 November 2010

DISLIKE – Leisure Centre Exterior:



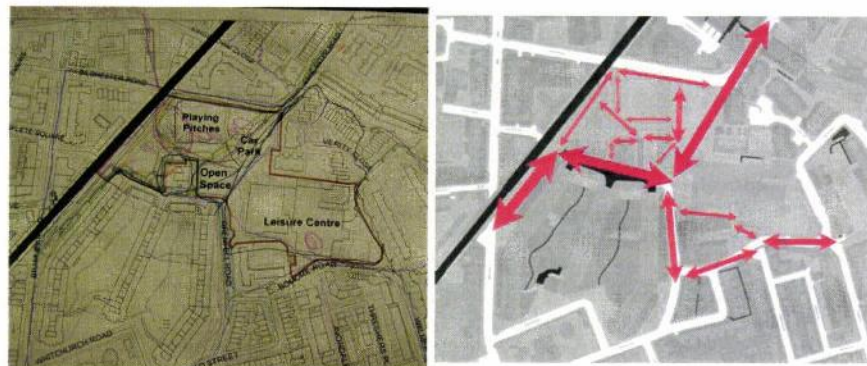
## "Snap and Say" Consultation – 20 November 2010

DISLIKE – The Graffiti Wall





## "Snap and Say" Consultation – 20 November 2010



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## "Snap and Say" Consultation – 20 November 2010

### Survey results – too small a sample yet but...

- Around half of the respondents stated that they use Lancaster Green 'often' and a quarter 'sometimes'.
  - Most popular uses were for Relaxing and Exercising
- About 2/3 of respondents use Avondale Park, and over half Kensington Memorial Park
- Less than half respondents use The Grenfell playground – but most said it was not applicable to them.

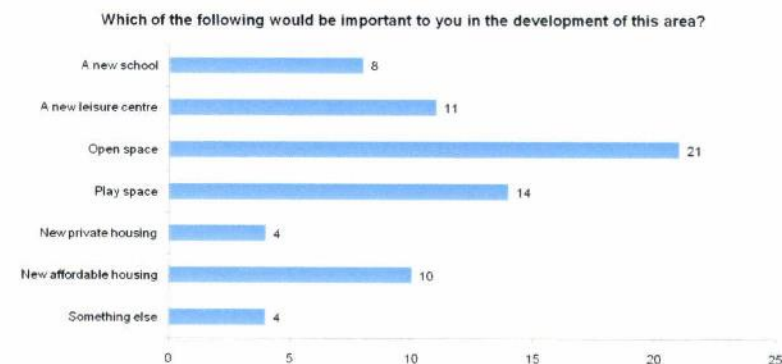


### Survey continued...

- The direct route through Lancaster Green is the most popular route across the site
- The main reasons for the journey are between home and the tube stations and bus stops at Latimer Road and Ladbroke Grove
- Most respondents consider all the routes across the site to be safe during the day
- The area between Hurstway Walk and the railway line is seen as being fairly unsafe at night.



### Survey continued...



Facility	Score
Open Space	53
A new leisure centre	23
A new school	20
Play space	19
New affordable housing	16
New private housing	3

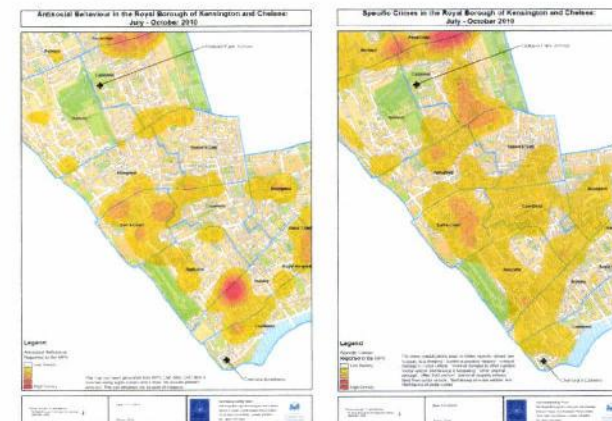
## Survey continued...

I have no reservations about the Council's proposals to develop a new school for the communities of North Kensington on this site	4
Although I have some reservations about this proposal, I support the Council's initiative to develop a new school for the communities of North Kensington on this site	6
I do not support the Council's initiative to develop a new school for the communities of North Kensington on this site	17

## Worries and Concerns

- Loss of Parking
- Noise from the school
- Proximity – having new buildings close to existing homes
- Traffic issues
- Emergency access to Grenfell
- Crime issues

## Crime Hotspots



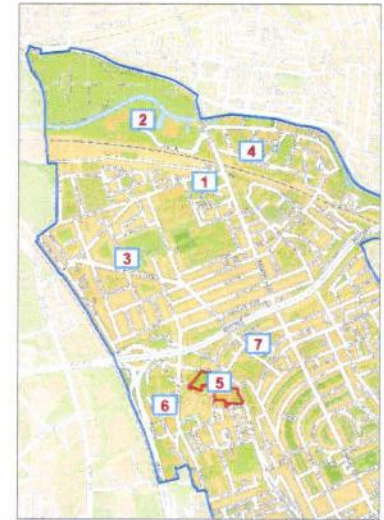


BUT...

- Please don't build a school here.

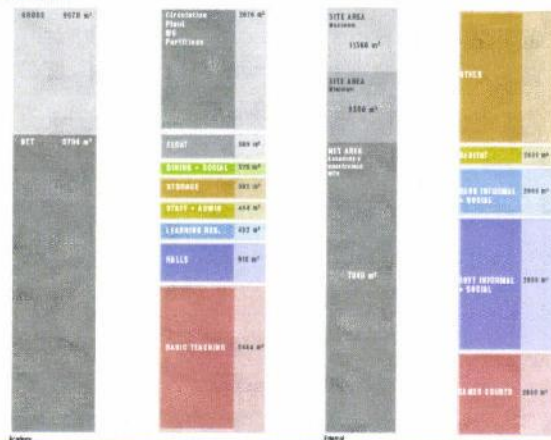
## Search for a school site

1. Barlby Road Primary School
2. Kensal Gasworks
3. Princess Louise Hospital Site
4. Middle Row/St Mary's
5. Kensington Leisure Centre Site
6. Silchester Garages
7. Virgin Active



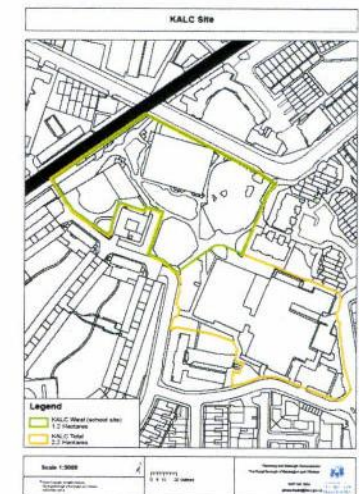
## How big is a school?

- You need a site about 8000m<sup>2</sup> or 0.8ha
- Chelsea Academy was 5500m<sup>2</sup> or 0.55ha



## The Site

- 2.2 Hectares in size
  - 1.2ha in KALC West
  - 1.0 KALC East
- Owned by the Royal Borough



## Key Issues

- Impact of the new school on **existing uses** of the site
- **Movement** through the area
- **Impact on existing homes** of a new school
- **New uses**



## Key issues – and possible opportunities – for Lancaster West

Already under consideration:

- New communal heating system (CCHP) for use by school and leisure centre – could replace the existing boilers for Lancaster West
- Access to school facilities out of hours – sports, community hall etc
- All weather pitches relocated to Westway (not lost).

Questions that have been asked:

- Improved play area?
- New community hall?
- Double glazing to Grenfell?

- ... But this is not an open cheque book!





Lancaster West Estate  
London W11

T: [REDACTED]  
F: [REDACTED]  
E: [adairo@kctmo.org.uk](mailto:adairo@kctmo.org.uk)  
D: 30<sup>th</sup> November 2010

Dear Board member,

**RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING**

I am writing to invite you to the next EMB Board Meeting that will be taking place at EMB Rooms, Lancaster West Estate on Tuesday 7<sup>th</sup> December 2010 at 6.30 pm.

I will be obliged if you could notify Victoria Marcos the Estate Receptionist on [REDACTED] if you are unable to attend.

Please see enclosed the budget report Period 7 for October 2010, the Housing Management report for October 2010, minutes of the last meeting and the agenda items to be discussed. Below is the circulation list.

Thanking you in advance.

**Circulation List**

Jason de Belen  
Dougal Stewart  
Bob Bryans  
Teresa Miles  
Virginia Sang  
Bernard Shaw  
Ivis Wong  
Peter Martindale  
Christine Richer  
Gordon Evans  
Shelia Shelia  
Hazel Burke

C'Ilr Judith Blakeman  
C'Ilr Matthew Palmer  
Alasdair Manson (TMO)  
Ann Muchmore (RBKC)  
Peter Bradbury (RBKC)  
Penelope Tollitt (RBKC)

Yours Sincerely,

Adelola Dairo  
Area Manager -LWE

## Agenda items Lancaster West Management Board Meeting

9<sup>th</sup> November 2010

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting
4. Matters arising
5. TMO Finance Manager
6. Modular Management Agreement
7. Reserves
8. Housing Management Issues – Alasdair Manson
9. Recycling
10. Sub committee reports.- Constitutional  
Cleaning  
Finance  
IT and Media  
Repairs  
Security
11. Any Other Business

Sat  
27 Nov  
Roadshow  
10-4  
Recycling Centre  
@ Greenfield Tower  
to receive resident  
qs + suggestions  
Parent having to pay  
for leaflets announcing  
this herself. Reuse  
with new ways  
needed in other community  
languages.

14 Dec  
JL RA/CMS  
Board report

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2010**

---

**TITLE OF MEETING**                      **Lancaster West Board Meeting**

Date:                                      Tuesday 5<sup>th</sup> October 2010

Venue:                                    EMB Rooms

---

**Present:**

1. Robert Bryans (RB)	EMB Chair
2. Gordon Evans (GE)	EMB Vice Chair
3. Teresa Miles (TM)	EMB Secretary
4. Christine Richer (CR)	EMB Treasurer
5. Iris Wong	Board Member
6. Virginia Sang (VS)	Board Member
7. Peter Martindale (PM)	Board Member
8. Cllr Judith Blakeman	Board Member (Co-opted)
9. Cllr Palmer	Board Member (Co-opted)

**Officers in Attendance**

10. Adelola Dairo (AD)	Interim Area Manager – EMB
11. Deon Wilks	Estate Officer
12. Rupa Bhola	Principal Accountant

**Apologies:**

Sacha Jevans	Director of Customer Service
Alasdair Manson	Assistant Director Of Housing
Gordon Evans	Board Members

*Hazel Buckle  
Danyal Mahmood*

1.0 **Welcome and Apologies.**

1.1 Introductions.

2.0 **Declaration of interest.**

2.1 No interest declared.

3.0 **Minutes of Board meeting held on 27<sup>th</sup> July 2010**

3.1 TM brought to attention of the Board that that 4.1 should read "DS to go with Christine Richer".

3.2 CR wants the vote included into the minutes. 2 votes for the reinstatement of repairs staff and reinstatement of Estate Inspector duties.

3.3 RB highlighted that 7.9 no longer to include RB as signatory now that he is the chair. Only signatories should be TM and CR. *DS*

3.4 PM wants to clarify that 8.2 is £330 per year as an overall cost not per email.

4.0 **Matters Arising**

4.1 RB informed the meeting that Sacha Jevans and Alasdair Manson could not be present after 2<sup>nd</sup> request to address queries and complaints. AD informed RB that Alasdair was present at the last meeting which was cancelled at the last minute and explained that both had other pre- arranged meetings. AD advised the board to provide the dates for the year to ensure that staff members are informed in advanced.

4.2 Other matters to be addressed in the main meeting.

5.0 **TMO Finance Manager**

5.1 Rupa Bhola went through the Lancaster West TMO Company Budgets and Lancaster West HRA managed budgets for August 2010. The following issues were highlighted:

5.2 Redundancy and compromise agreement explained for a previous employee.

5.3 PM thinks the redundancy should not have come out of the EMB budget. RB explained that the decision was made by the council. RB explained that there is no contract between EMB and TMO.



5.4 Agency staff issue – BR stated that Training should be funded by the agency rather than the company.

5.5 PM thinks drinking water is very expensive. Water supplied to the Estate Office, waiting room and Estate Inspectors Office. RB informed that there is no tap in the Estate Inspectors Office. C'llr Palmer suggested that Estate Inspectors use the kitchen. RB explained that the kitchen cannot be used as this room is use as an office for the OCS.

5.6 VS wants more details about compensation figure. VS says that heating is never on for 1<sup>st</sup> October and if it is switched on it always breaks down shortly after. AD explained that the compensation figure is for disrepair claims. RB to bring a breakdown of what £3,400 has been spent on.

#### 6.0 Proposal for PEP training

6.1 CR talked though PEP training. She has asked that board members read through training document and decide which ones they think will be suitable.

#### 7.0 Grants and additional funding

7.1 AD informed the board that the ARB for Lanc West still have a budget of £23,000. Board to decide what they want to use it on. RB wants Sacha Jevans to on the ARB which was thought to be no longer in existence. AD said the Residents Association and EMB board need to compromise how the monies should be spent.

#### 8.0 Sub committee reports

8.1 **Constitutional:** RB informed the meeting that the EMB will be reviewing the Module Management Agreement with the Council who will also assist in funding the legal cost. DS advised that he knows a contact for legal advice if needed

8.2 **Finance** – CR informed that the EMB account stands at £3,074.82 in credit. DS wants a larger deposit taken from clients who want to carryout filming on the Estate.

8.3 **Repairs:** VS wants repairs sheet format to change to the previous ones used which where were more detailed so that repairs can be closely monitored/followed up.

8.4 **Handyman:** HB wants to know what exactly the Estate Handyman does as she feels most of his jobs are referred to Morrison. RB explained that the Handyman is limited to 20 minutes per job. HB explained that the last time he attended her property that the Handyman spent 5 minutes.

8.5 **Security issues:** BS wants to liaise with the Safer Neighbourhoods Team.

#### 9.0 Any other business

- 9.1 **New Academy and Stock Options:** TM explained that the residents feel that if the Academy is built then Grenfell Tower and Verity Close will be demolished. PM and BS thinks there was a lack of consultation with residents. PM thinks the Academy is a bad idea as there will be a loss of amenity, sports facilities and green space for locals. Cll'r Blakeman Explained that a public meeting was held where the council confirmed what the position is in regards to the new Academy. Cll'r Palmer advised that generally there is a bigger demand for the Academy from the rest of the borough in comparison to the proportion of Lancaster West residents who are against it. VS brought up the possibility of other spaces that could have been used.
- 9.2 **After School Club:** BS is not happy that the Islamic School are damaging the furnishings and not paying for the hire of the hall. RB does not want the Islamic School to have the hall for free anymore. He would now like to see the EMB hall being used for other uses.
- 9.3 **Pest Control Issues:** HB Advised that there are still mice in the communal area of 500's Barandon Walk. DW advised that she had requested an order to be raised in September for the same complaint. DW to arrange another treatment.
- 9.4 **Re-cycling:** Recycling letters to go out in different languages. Cllr Palmer suggested new chute system. Cllr Palmer will discuss better waste recycling facilities with Mr Ramnaje.
- 9.5 **Repair Issues:** HB Reported that the glass roofs of the finger blocks do not work. Less Hobbs to be contacted.
- 9.6 **Anti social Behaviour Issues:** IW reported that she feels intimidated by children drinking at the entrance doors of the block. AD will notify the Safer Neighbourhood team to patrol the area more often. She also informed the meeting that the TMO were working closely with the Police to address the problem with the youths on the estate.
- 9.7 **Resource Centre:** RB wants it to make it clear that the Resource Centre does not belong to the Residents Association but to the EMB.
- 9.8 **Date of next Meeting;** 9<sup>th</sup> October 2010

NV

Agreed a correct record .....

Chair of the Board.....

The Lancaster West Management Association



# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENELL TOWER LANCASTER WEST ESTATE LONDON W11 1TQ

## Agenda items Lancaster West Management Board Meeting

5<sup>th</sup> October 2010

1. Welcome and apologies for absence *Cundin*
2. Declaration of interest *none*
3. Minutes of the last meeting *agreed*
4. Matters arising *done*
5. TMO Finance Manager *Why is CMB bearing cost of OD redundancy? Should be TMO.*
6. Proposal for PEP training
7. Grants and additional funding *AKS*
8. Sub committee reports.- Constitutional  
Cleaning  
Finance  
IT and Media  
Repairs  
Security
9. Any Other Business:
  - Academy/ Leisure Centre
  - Residents Association – Resource Centre

*Action  
Send Peter with  
to drawings re site  
Need design from leader re  
Parkes Plan - reiterate  
request  
Bernard to go on SWT - JB to SWT*

*- meeting with Leisure Centre*



**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2010**

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<b>TITLE OF MEETING</b>	<b>Lancaster West Board Meeting</b>
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Date:	Tuesday 5 <sup>th</sup> October 2010
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Venue:	EMB Rooms
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<b>Present:</b>	1. Robert Bryans (RB)	EMB Chair
	2.. Gordon Evan (GE)	EMB Vice Chair
	3.Teresa Miles (TM)	EMB Secretary
	4. Christine Richer (CR)	EMB Treasurer
	5. Iris Wong	Board Member
	6. Virginia Sang (VS)	Board Member
	7. Peter Martindale (PM)	Board Member
	8. C'Ilr Judith Blakeman	Board Member (Co-opted)
	9. C'Ilr Palmer	Board Member( Co-opted)
<b>Officers in Attendance</b>	10.Adelola Dairo (AD)	Interim Area Manager – EMB
	11. Deon Wilks	Estate Officer
	12. Rupa Bhola	Principal Accountant
<b>Apologies:</b>	Sacha Jevans	Director of Customer Service
	Alasdair Manson	Assistant Director Of Housing
	Gordon Evans	Board Members



1.0 **Welcome and Apologies.**

1.1 Introductions.

2.0 **Declaration of interest.**

2.1 No interest declared.

3.0 **Minutes of Board meeting held on 27<sup>th</sup> July 2010**

3.1 TM brought to attention of the Board that that 4.1 should read "DS to go with Christine Richer".

3.2 CR wants the vote included into the minutes. 2 votes for the reinstatement of repairs staff and reinstatement of Estate Inspector duties.

3.3 RB highlighted that 7.9 no longer to include RB as signatory now that he is the chair. Only signatories should be TM and CR.

3.4 PM wants to clarify that 8.2 is £330 per year as an overall cost not per email.

4.0 **Matters Arising**

4.1 RB informed the meeting that Sacha Jevans and Alasdair Manson could not be present after 2<sup>nd</sup> request to address queries and complaints. AD informed RB that Alasdair was present at the last meeting which was cancelled at the last minute and explained that both had other pre- arranged meetings. AD advised the board to provide the dates for the year to ensure that staff members are informed in advanced.

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5.1 Rupa Bhola went through the Lancaster West TMO Company Budgets

and Lancaster West HRA managed budgets for August 2010. The following issues were highlighted:

- 5.2 Redundancy and compromise agreement explained for a previous employee.
- 5.3 PM thinks the redundancy should not have come out of the EMB budget. RB explained that the decision was made by the council. RB explained that there is no contract between EMB and TMO.
- 5.4 Agency staff issue – BR stated that Training should be funded by the agency rather than the company.
- 5.5 PM thinks drinking water is very expensive. Water supplied to the Estate Office, waiting room and Estate Inspectors Office. RB informed that there is no tap in the Estate Inspectors Office. C'llr Palmer suggested that Estate Inspectors use the kitchen. RB explained that the kitchen cannot be used as this room is use as an office for the OCS.
- 5.6 VS wants more details about compensation figure. VS says that heating is never on for 1<sup>st</sup> October and if it is switched on it always breaks down shortly after. AD explained that the compensation figure is for disrepair claims. RB to bring a breakdown of what £3,400 has been spent on.

#### 6.0 **Proposal for PEP training**

- 6.1 CR talked though PEP training. She has asked that board members read through training document and decide which ones they think will be suitable.

#### 7.0 **Grants and additional funding**

- 7.1 AD informed the board that the ARB for Lanc West still have a budget of £23,000. Board to decide what they want to use it on. RB wants Sacha Jevans to on the ARB which was thought to be no longer in existence. AD said the Residents Association and EMB board need to compromise how the monies should be spent.

#### 8.0 **Sub committee reports**

- 8.1 **Constitutional:** RB informed the meeting that the EMB will be reviewing the Module Management Agreement with the Council who will also assist in funding the legal cost. DS advised that he knows a contact for legal advice if needed
- 8.2 **Finance** – CR informed that the EMB account stands at £3,074.82 in credit. DS wants a larger deposit taken from clients who want to carryout filming on the Estate.
- 8.3 **Repairs:** VS wants repairs sheet format to change to the previous ones used which where were more detailed so that repairs can be closely

monitored/followed up.

8.4 **Handyman:** HB wants to know what exactly the Estate Handyman does as she feels most of his jobs are referred to Morrison. RB explained that the Handyman is limited to 20 minutes per job. HB explained that the last time he attended her property that the Handyman spent 5 minutes.

8.5 **Security issues:** BS wants to liaise with the Safer Neighbourhoods Team.

9.0 **Any other business**

9.1 **New Academy and Stock Options:** TM explained that the residents feel that if the Academy is built then Grenfell Tower and Verity Close will be demolished. PM and BS thinks there was a lack of consultation with residents. PM thinks the Academy is a bad idea as there will be a loss of amenity, sports facilities and green space for locals. Cllr Blakeman Explained that a public meeting was held where the council confirmed what the position is in regards to the new Academy. Cllr Palmer advised that generally there is a bigger demand for the Academy from the rest of the borough in comparison to the proportion of Lancaster West residents who are against it. VS brought up the possibility of other spaces that could have been used.

9.2 **After School Club:** BS is not happy that the Islamic School are damaging the furnishings and not paying for the hire of the hall. RB does not want the Islamic School to have the hall for free anymore. He would now like to see the EMB hall being used for other uses.

9.3 **Pest Control Issues:** HB Advised that there are still mice in the communal area of 500's Barandon Walk. DW advised that she had requested an order to be raised in September for the same complaint. DW to arrange another treatment.

9.4 **Re-cycling:** Recycling letters to go out in different languages. Cllr Palmer suggested new chute system. Cllr Palmer will discuss better waste recycling facilities with Mr Rammage.

9.5 **Repair Issues:** HB Reported that the glass roofs of the finger blocks do not work. Less Hobbs to be contacted.

9.6 **Anti social Behaviour Issues:** IW reported that she feels intimidated by children drinking at the entrance doors of the block. AD will notify the Safer Neighbourhood team to patrol the area more often. She also informed the meeting that the TMO were working closely with the Police to address the problem with the youths on the estate.

9.7 **Resource Centre:** RB wants it to make it clear that the Resource Centre does not belong to the Residents Association but to the EMB.



9.8 **Date of next Meeting:** 9<sup>th</sup> October 2010

Agreed a correct record .....

Chair of the Board.....

The Lancaster West Management Association





## LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LANCASTER WEST ESTATE LONDON W11 1TQ

Lancaster West Estate  
London W11

T: [REDACTED]  
F: [REDACTED]  
E: [adairo@kctmo.org.uk](mailto:adairo@kctmo.org.uk)  
D: 1<sup>st</sup> October 2010

Dear Board member,

**RE: APPOINTMENT OF NEW CHAIR**  
**LANCASTER WEST ESTATE BOARD**

I am writing to inform you that Dougal Stewart has step down as the Chair of the Lancaster West Estate Management Board. The new Chair of the Board is Bob Bryans.

Please join me in welcoming Bob Bryans and wishing him all the best as he starts his regime as the Chair of the Lancaster West Estate Management Board.

I hope to see you in the next board meeting scheduled for the 5<sup>th</sup> October 2010 at 6.30 pm at EMB Rooms. Please see attached the agenda items.

Thanking you in advance.

**Circulation List**

Jason de Belen  
Dougal Stewart  
Bob Bryans  
Teresa Miles  
Virginia Sang  
Bernard Shaw  
Ivis Wong  
Peter Martindale  
Christine Richer  
Gordon Evans  
Shelia Shelia  
Hazel Burke

C'Ilr Judith Blakeman  
C'Ilr Matthew Palmer

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'Adeola Dairo'.

Adeola Dairo  
Area Manager -LWE

**Agenda items Lancaster West Management Board Meeting**  
**7<sup>th</sup> September 2010**

1. Welcome and Apologies
2. Declaration of interest
3. Minutes of the last meeting
4. Matters arising
5. TMO Finance Manager – Sacha Jevans
6. Update on repairs staff and repairs - Sacha Jevans
7. Proposal for Hazel Burke to become a Board Member
8. Proposal for PEP training
9. Grants and additional funding
10. Academy/ Leisure Centre
11. Sub committee reports.- Constitutional  
Cleaning  
Finance  
IT and Media  
Repairs  
Security
12. Any Other Business

Lancaster West Estate  
London W11

T: [REDACTED]  
F: [REDACTED]  
E: [adairo@kctmo.org.uk](mailto:adairo@kctmo.org.uk)  
D: 1<sup>st</sup> August 2010

Dear Board member,

**RE: LANCASTER WEST ESTATE MANAGEMENT BOARD MEETING**

I am writing to invite you to the next EMB Board Meeting that will be taking place at EMB Rooms, Lancaster West Estate on Tuesday 7<sup>th</sup> September 2010 at 6.30 pm.

I shall be obliged if you could notify Victoria Marcos the Estate Receptionist on [REDACTED] if you are unable to attend.

See below the circulation list and agenda items to be discussed.

Thanking you in advance.

**Circulation List**

**Jason de Belen  
Keith Miles  
Teresa Miles  
Virginia Sang  
Bernard Shaw  
Ivis Wong  
Peter Martindale  
Christine Richer  
Gordon Evans  
Dougal Steward  
Shelia Shelia  
Bob Bryans**

**C'lr Judith Blakeman  
C'lr Matthew Palmer  
Sacha Jevans (TMO)**

Yours Sincerely,

Adelola Dairo  
Area Manager -LWE

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2010**

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<b>TITLE OF MEETING</b>	<b>Lancaster West Board Meeting</b>
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Date:	Tuesday 27 <sup>th</sup> July 2010
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Venue:	EMB Rooms
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<b>Present:</b>	1. Dougal Steward (DS)	EMB Chair
	2. Gordon Evan (GE)	EMB Vice Chair
	3. Teresa Miles (TM)	EMB Secretary
	4. Christine Richer (CR)	EMB Treasurer
	5. Keith Miles (KM)	Board Member
	6. Bernard Shaw (BS)	Board Member
	7. Shelia (S)	Board Member
	8. Virginia Sang (VS)	Board Member
	9. Peter Martindale (PM)	Board Member
	10. C'Ilr Judith Blakeman	Board Member (Co-opted)
	11. Robert Bryans (RB)	Board Member
<b>Officers in Attendance</b>	12. Adelola Dairo (AD)	Interim Area Manager – EMB
	13. Deon Wilks (DW)	Estate Officer
	14. Andrea Johnson (AD)	Assistant Director of Partnering TMO
<b>Apologies:</b>	Sacha Jevans	Director of Customer Service



1.0 **Welcome and Apologies.**

- 1.1 RB informed all members that DS was delayed and would be attending the meeting. All in agreement that RB conducts the meeting until DS arrived.  
RB requested that all questions be directed through the chair.

2.0 **Declaration of interest.**

- 2.1 No interest declared.

3.0 **Minutes of Board meeting held on 13<sup>th</sup> July 2010**

- 3.1 Accepted, corrected and to be signed by the Chair.
- 3.2 C'llr B highlighted that to the board that she was an appointed co-opted board member.  
TM confirmed that each sub committee will have a minimum of two board members.  
DS arrived at the meeting at 18:35hrs.

4.0 **Matters Arising**

- 4.1 New bank account with Barclays. DS to go with Christian.
- 4.2 DS asked for sheets requested at last meeting regarding accounts. HR accounts not EMB management accounts. DS wants it noted that these accounts have been requested on numerous occasions.
- 4.3 RB raised concern that it is taking a long time to produce the accounts. He pointed out that the procedure for producing the accounts has changed from the practice in previous years. RB wants clarification of when the change in practice occurred.
- 4.4 DS wants agreement back from the council. He stated that the original should not have been removed.
- 4.5 C'llr B suggested that an audit and investigation should take place and that PC be involved in this process. All board members were in agreement for this to take place.
- 4.6 RB advised the board to invite TMO Finance Manager to attend the next meeting. He also suggested a wish list be presented to him before the meeting and that he should be briefed on what the meeting is about and what the EMB want to know.

5.0 **Reinstating repairs staff to Lancaster West Estate**

- 5.1 AJ introduced herself and job role within the TMO. She explained that agenda 5 of the meeting was a broad subject.

5.2 VS expressed her concerns problems when phoning the CSC and repairs i.e. the phone cuts off, customer service advisors do not give updates on repairs. She was also not happy that appointments are made to carry out repairs and then an operative will not attend. VS does not feel that the decision to move the repairs staff has worked. She expressed concerns for the elderly tenants of Lancaster West who are unable to travel to The Hub.

5.3 AD advised her that we still provide a service for vulnerable tenants and that they can still report to the reception at Grenfell Tower. VS does not think that tenants aware of this information.

5.4 TM also thinks the repairs service has declined. S also gave example of her experience of waiting 20 to 30 minutes on the telephone when contacting the CSC. RB thinks that the CSC has minimal or very little knowledge about the Lancaster West Estate, which he feels is a disadvantage when raising repairs.

5.5 AJ reminded the board that they had been involved in the decision to move repairs staff to the CSC. She explained that Lancaster West tenants were calling the CSC before the decision to move the repairs staff.

AJ informed the board that a fault with the telephone system has been discovered and that steps are being taken to rectify the problem.

5.6 PM asked why the repairs service is not working, what has gone wrong, why it has gone wrong and what can be done to rectify the situation.

5.7 DS was not happy as the repairs staff that were moved to the CSC is still paid for from the EMB budget. He does not think the Estate Handyman is receiving enough jobs. He also feels that this has had an impact on the service provided at the reception in Grenfell Tower. There is not enough cover e.g. if, the receptionist is sick, on annual leave or called away.

5.8 He would like the decision of repairs staff to be reversed DS wants to invite Sacha Jevans to attend the next meeting.

5.9 EMB formally voted for request for reinstatement of repairs staff. Proposer VS, SS. All board members for this vote.

#### 6.0 **Estate Inspectors raising repairs**

6.1 DS wants the Estate Inspectors to be able to raise repairs work orders from the estate. He believes that this has contributed to decline in the service delivery with regards to communal repairs.

6.2 EMB formally voted for the Estate Inspectors to be able to raise repairs again. Proposed by RB, and seconded by TM. All board members voted in favour.

## 7.0 **Finance**

- 7.1 AD produced the HRA accounts and informed the board that she did not have the Management accounts of the EMB/TMO. RB did not want the performance indicator he wants the accounts.
- 7.2 AD produced HRA accounts for 2009 – 2010 as this was requested at the last meeting so that the board could compare.
- 7.3 DS wants account details in written terms which were requested for in the last meeting. RB is unhappy with the amount of times the accounts have been requested.

EMB voted for the accounts to be produced within 7 working days.

- 7.4 VS want to know who authorised the cherry picker and other equipment purchased. PM wants clarification of all accounts, revenue and reserves for the last 2 years on how monies have been spent.

Cllr B says this information needs to be requested from the TMO finance department.

- 7.5 PM highlighted that he had asked for full accounts and full explanation of expenditure. He feels that the new board needs to know this information. Before meeting with finance PM would like to see thorough information that is being requested. He feels that the EMB are being sidelined.
- 7.6 RB stated that this is the 3<sup>rd</sup> time the accounts have not been produced after being requested.
- 7.7 EMB ACCOUNT: CR wants everybody on the committee to have a copy of the accounts. She has questioned amounts which were spent on food and drinks, subscriptions publications and. She says that Roslyn Sylvester and Geraldine Lord did not sign any cheques for these expenses.
- 7.8 RB wants to know where all the cheque books are and which are missing. AD replied that they were not passed over.

DS wants an appointment with AD to see who signed the cheques.

- 7.9 AD informed the Board that the EMB have three signatories which included the Chair, Treasurer and the Secretary and these were the only persons that could sign a cheque.

A meeting has been arranged for 04.08.10 at 09:00hrs AD to go through documentation held by the office for the EMB account.

## **IT and Media**

- 8.0 GE briefly discussed EMB online server set up and costs.
- 8.1 All tenants will have an email address which will cost £330 per year.



- 8.2 EMB voted for approval and funding for this project. KM proposed, and TM seconded. All board members voted for this.

**Any other business**

9.0

**Information requested;** DS feels that every question asked always has to be specific.

9.1

Councillor Blakeman does not think that all of the questions are clear. DS does not feel that AD has been proactive for the board.

9.2

**New Academy and Stock Options:** PM thinks it should be discussed at what level the EMB can be proactive towards fighting against the new Academy and Stock Options review.

He would also like to discuss contacting a new Leaseholders' association for Grenfell Tower which has been set up. This will be to discuss issues concerning the new Academy.

9.3

**Representation of Chair at TMO board meeting:** Cllr B asked DS if he was invited to TMO Board meeting last week as EMB chair should have a place as an observer. DS informed the board that he was not invited. AD to address.

9.4

**SLAs:** TM wants SLA's which were requested at the last meeting. AD presented the board with three SLAs – Pest Control, Housing Benefits and Legal. The board stated that these were the wrong SLAs. They wanted the SLAs the TMO set up with the EMB and the EMB with the Council. AD to address.

9.5

**Staffing Issues:** DS directed toward AD stating that he does not want AD as Area Manager. Cllr B advised against directing issues to specific individuals. DS then stated that the board does not want agency staff any more.

RB wants EMB to influence on hiring of staff. Agency costing is too high and also stated the 8 week rule.

Formal vote for permanent staff taken and all member members voted in favour of this.

TM would also like the EMB to be on interview panels as this has been the practice in the past.

9.6 **Date of next Meeting;** 7<sup>th</sup> September 2010

Agreed a correct record .....

Chair of the Board..... The Lancaster West Management Association



27 August 2010

Christine Richer  
Lancaster West EMB

Dear Christine

## **Re Training for Board members of Lancaster West EMB**

Please find attached a draft programme for a one day training session to introduce members of the new Board to their responsibilities following your recent Annual General Meeting. This is based on our recent phone conversation. My apologies for the delay in getting this to you. I hope this has not caused you any difficulties.

I have structured the day to run from 10.00 till 4.00, arrivals and coffee from 9.30. I would aim to arrive at 9.00 am to set up. The session is designed to help members understand their responsibilities as Board members, be aware of key documents that control Lancaster West EMB, be aware of key legal and contractual responsibilities and to start to come together to work as a team.

I have included a draft programme for the day, our charges and outlined how I would expect responsibilities for various aspects of the day to be divided between PEP and Lancaster West. This is all open for discussion at this stage. I can be quite flexible but the more things I take on the higher costs become, so have suggested a breakdown of responsibilities that is common for clients to want.

### **Date for session**

We have not discussed a specific date as yet but I suggest the session be run over one day rather than as two evenings. Your members may be keen on using a Saturday to fit with work etc. But I am happy to go with whatever date you prefer, subject to any prior engagements.

### **Venue, Room Layout and bookings administration**

I usually look to the client to arrange a room large enough for the number of delegates and handle bookings. This is generally the most cost effective way forwards. If room is large enough I suggest tables and chairs in "U" shape with a top table I can use for equipment. I would want to break the group into small groups of 4-5 for some of the exercises so enough space and flexibility with the room would be a great help. When I met with you earlier this year, we met in a community room on the estate. This would be ideal. An indication of the number of people to attend would be useful early on in planning the session.

### **Equipment**

I will bring laptop, projector, flip chart pads and any other materials needed. It would be useful if there was a screen for projection or at least a clear light coloured wall. I assume the room will have a flip chart stand. Could you please check. I will also arrange copying of handouts and provide a simple session assessment form.

**DRAFT**  
**Board Member Responsibilities**

**A one day event for Board members of Lancaster West EMB**

**Trainer; Keith Mann from Priority Estates Project Ltd.**

**Aims of the day**

- 1 To help members of the Board understand their responsibilities as Board members
- 2 To familiarise members of the Board with the key legal, contractual and financial framework within which Lancaster West EMB operates
- 3 To understand key documents such as the Management Agreement, Constitution, Standing Orders
- 4 To provide opportunities for members to get to know each other
- 5 To provide opportunities to help members work better as a team.

**PROGRAMME**

9.30am	Arrivals, Tea and Coffee
10.00am	introductions and aims of the day.
10.15am	A getting to know each other exercise
10.45am	Developing a "mission statement" for the Board
11.15am	Tea and Coffee break
11.30am	Understanding the legal, financial and contractual framework with which Lancaster West operates. The Management Agreement.
12.15pm	Understanding the legal, financial and contractual framework with which Lancaster West operates. The Constitution.
1.00pm	Lunch
1.45pm	Where can you turn to for help?
2.15pm	Thinking about key priorities for the Board, starting to plan actions.
3.00pm	Tea break
3.15pm	Other documents you need to know about. Standing orders, policies, procedures.

### **Parking**

As I will bringing equipment I shall need to bring my car. Is it possible to arrange parking close to the venue, any parking pass required. I assume parking is not easy in your area.

### **Catering**

The session will need tea and coffee at arrivals and at break times. Lunch will also need to be provided. I am assuming you will arrange this locally. You might like to check any dietary requirements with those coming. Please advise if otherwise.

### **Numbers and Special Needs**

I am happy to take up to 20 if the room can comfortably take that number. It would be helpful if you could advise on final numbers at the latest ten days before the session for copying and planning purposes. I will also need to know any special needs within the group. For example, need for large print, non English speakers.

### **Information**

To make the day work I shall need some key documents:

- 1 Copy of the Management Agreement
- 2 Copy of the Constitution
- 3 Any standing orders for the Board
- 4 Current budget
- 5 Staffing structure

I shall need these well in advance to allow me to plan. These can be paper or electronic versions.

### **Charges**

My overall charge for providing the day is **£ 855 plus VAT**. (total of £1,004.62)

This includes all preparation and session delivery time and contains the following provisional sums:

Travel costs        £25.00  
Copying costs      £50.00

These are probably realistic but if it is necessary to provide copies of key documents such as the Management Agreement and Constitution, copying costs could be much higher. It may be cheaper for this copying to be done in your own office. We can discuss this in any case.

### **Invoicing**

We will invoice mid month in the month following delivery of the session. I need you to confirm who will be the commissioner of this work and act as the point of contact for the invoice and let me know any purchase codes etc you require for the invoice.

### **Formal agreement**

If these arrangements are acceptable to you I simply need an email from you or whoever is taking responsibility for commissioning the session to proceed. I am happy to discuss variations to the programme up to a week before the event.



# ESTATE MANAGEMENT BOARD LANCASTER WEST ESTATE

TITLE OF  
MEETING

EMB BOARD

Date:

Tuesday 27<sup>th</sup> July 2010 at 6.30pm

Venue:

EMB Rooms

7 September  
next meeting

Chair was not invited  
to this board meeting  
Gresfitt under  
leaseholders' association  
Gresfitt under residents  
group

Two managing staff - 8 weeks  
more in agreement - and  
too expensive

## AGENDA

1: Welcome and apologies Sasha Jerns

2. Declaration of interest

3. Minutes of last meeting Speed

4. Matters arising TMO Finance Officer to be invited  
+ Amanda Johnson RSCC

5. Reinstating repairs staff to Lancaster West  
Estate Repairs phone system broken down.

6. Estate Inspectors raising repairs. Formal request to return 2 repairs staff  
from Hubs. (TO TMO)

7. Finance

8. IT and Media

9. Any other Business

+ an explanation of what has  
gone wrong.

Reception only staffed by 1 person  
for half a day only

was  
up to £1500  
without going into  
office - formal  
request to TMO  
to revert to see

Emb acts - refused  
to sign off.

HRA acts

Not what was asked for.

Formal request for report on EMB reserves, within  
7 days, to Chair

\* How did estate move from under spend to over spend?  
\* From what account did recent capital expenditure come.

40% Formal request to TMO to  
remove agency staff & appoint an Area Manager as a part  
time member of staff



**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2010**

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**TITLE OF MEETING**                      **Lancaster West Board Meeting**

**Date:**                                      Tuesday 13<sup>th</sup> July 2010

**Venue:**                                    EMB Rooms

---

**Present:**

1. Gordon Evans (GE)	Board Member
2. Ivis Wong (IW)	Board Member
3. Teresa Miles (TM)	Board Member ( Interim Secretary)
4. Dougal Steward (DS)	Board Member( Interim Chair)
5. Keith Miles (KM)	Board Member
6. Bernard Shaw (BS)	Board Member
7. Christine Richer (CR)	Board Member
8. Virginia Sang (VS)	Board Member
9. Peter Martindale (PM)	Board Member
10. C'lr Judith Blakeman	Board Member (Co-opted)

**Officers in Attendance**

11. Adelola Dairo (AD)	Interim Area Manager – EMB
12. Deon Wilks	Estate Officer

**Apologies:**

None received

1.0 **Welcome and Apologies.**

1.1 As above.

2.0 **Declaration of interest.**

2.1 There was no declaration of interest.

3.0 **Minutes of Board meeting held on 13<sup>th</sup> May 2010**

3.1 Accepted, corrected and to be signed by the New Chair.

3.2 JB corrected the date on the minute.

4.0 **Matters Arising**

4.1 Minutes of the Board meeting held on the 9<sup>th</sup> February 2010 was handed out. This needs to be approved and signed off.

4.2 Information on the Strategy Away Day held on the 4<sup>th</sup> May 2010 was also handed out to all board members in response to TM's request.

4.3 TM asked for figures to be provided with regards to the Arrears, Voids, Repair and performance information relating to OCS on the Estate and all deep cleans.  
**AD to action**

4.4 CR questioned money earned for EMB through Hiring of the hall, safe stores and filming on the estate. She wanted to know when EMB accounts can be viewed. DS stated that once the treasurer is elected EMB revenue can be discussed.  
**AD to action**

5.0 **Electing of Board Officers**

5.1 **Election of Secretary**

TM was nominated by DS and seconded by VS.

TM was elected Secretary.

5.2 **Election of Treasurer**

CR was nominated by KM

CR was elected as Treasurer

5.3 Election of Vice- Chair

GE was nominated by KM and seconded by CR

GE was elected as Vice- Chair

5.4 Election of Chair

DS was nominated by GE and seconded VS, KM, and TM.

DS was elected Chair

5.5 Election of New Board members

SS was nominated by CR and seconded by TM

TK was nominated by VS, and seconded by CR

JB was not able to attend AGM.

CR informed board that GL would like to be part of the board.

GL was nominated by CR however nobody seconded. GL was not elected to the board.

RB was nominated GE and seconded by KM

DS stated that If GL can be involved if she wants to help in a positive way.

6.0 Election of Board Co-optees

6.1 BB, C'llr Palmer and C'llr Blakeman are the Board Co-optees.

7.0 Sub - Committee

7.1 DS discussed sub-committees. TM informed the meeting that there were six sub committees and suggested that there be two board members in each sub-committee.

*a minimum of*

7.2 The following sub committees and Board members were agreed:

Finance – CR and RB

Cleaning – IW and KM

Repairs and Voids – VS and CR

Security – BS and PM

Constitutional – TM and DS

I.T. – GE

8.0 Finances

8.1 HRA budget for the quarter was presented to the board.

GE wanted to know why the accounts were not produced sooner and wants the figure for the last quarter so that a comparison can be made. GE wants this produced in the next meeting.

GE would like to see the budget include the revenue for LW.

DS also like to see the management account for the TMO and the Lancaster West estate.

AD explained to the board the various items that are covered under Health and Safety, Security costs, and compensation.

AD to make arrangements for EMB to meet TMO accountant. EMB want correct figures first. **AD to action**

DS would like penalties for uncompleted repairs.

8.2 Void Budget

DS wants to know why voids budget is overspent. AD informed the board that this was due to large number of voids from October 2009 which required major repair works carried out. AD also explained to board the 5, 10 and 20 days void turnaround. PM and AD discussed void procedure, pre and post inspections and Morrison's role.

VS pointed out that the surveyor to attend rather than phoning for appointments.

8.3 Pest Control

GE wanted to know why this was showing a zero balance. AD informed the board that the council now carries out service and the account are due to be updated according. PM wants AD to liaise with the council about block treatment appointments in Grenfell Tower.

8.4 Security Cost

PM Highlighted that security costs are under budget. Board not happy that the security guard is paid for guarding watching the cameras at Grenfell Tower and not the rest of Lancaster West Estate including the garages. GE wants to discuss security cameras at a later meeting.

VS complained that the door from Hurstway Road that leads to the



garages is constantly broken. BS wants to discuss fob key access at a later date.

#### 8.5 EMB Accounts

AD presented the board with the EMB Accounts. She informed the board that the account needs to be approved and signed by Chair, treasurer and Secretary.

DS informed the board that the accounts will be discuss in another meeting.

AD informed the board that a new mandate from the bank has to be completed with the signatories. The mandate have been ordered from the bank.  
**CR/DS to action**

AD also informed the board that a new cheque book needs to be ordered and the old book which is missing cancelled. **DS to action**

CR stated that the board will like to manage their account by themselves. AD to agree on a date to go through the EMB account with CR.  
**AD to action**

#### 8.6 Appointment of the Auditor

- 9.0 In accordance with section 51 OF THE Rules of Lancaster West Management Association Limited to decide whether to appoint Richman & Co. as Auditors for a period of one year. The board to decide and an invoice from Mr. Richman was given to the board.  
**DS to action**

#### 9.1 Reinstating repairs staff to Lancaster West Estate.

DS requested that the two Repairs staff members transferred to the Hub be restored back to the LW office. This was on the grounds that the current repairs services has deteriorated since their transfer.

TM stated that T'OH had said in a previous meeting that it would be easy to reverse the decision to have repairs staff back at Lancaster West.

AD explained that CSC have the facilities to monitor our repairs performance than at LW, also there was the issue of the two staff starting work late. Also, the board members agreed to the decision to transfer the two staff members initially. JB confirmed that the EMB were involved in the decision. The board would like this decision reviewed.

- 9.2 DS would like the Estate Inspectors duties to be reinstated to include raising work orders.

- 9.3 DS stated that they would like the repairs staff contract to be reviewed

if they are returned to LW. This is to ensure that a repair staff member is in by 9.00am.

The board would like Andrea Johnson and Sasha Jervas to attend the next board meeting to address these issues. AD explained their job roles in the TMO. **AD to action**

10.0 A.O.B

10.1 PM questioned the fact that a budget of 14 people was agreed with TMO. DS would also like to increase staff coverage. AD highlighted that this has to be proportionate to the budget. **AD to action**

10.2 TM requested for 15 copies of all the Service Level Agreements and volumes 1 & 2 of Management books. **AD to action**

10.3 JB suggested training days for the board members.

10.4 JB suggested a timetable for future meetings till the rest of the year. TM Suggested holding a board meeting in August. Aim to hold meetings on the 3<sup>rd</sup> Tuesday of every month. **TM to action**

10.5 Date of next meeting will be 27<sup>th</sup> July 2010 at 6.30 pm at the EMB Rooms.



Agreed a correct record .....

Chair of the Board.....

The Lancaster West Management Association





Gordon Evans IT.Media	<b>EMB ONLINE SERVER SETUP</b>	27/07/2010
	Direct link to EMB./Forum\ (Like Face book)/Live discussion Board (Like MSN)/Website (Like a website) Links to Info, Training, Grants, Funding, Free stuff. Legal, community.	
Up To 20 Gig server space. OS-Linux-Ubuntu Apache web server 72GB of Ram 4 Domains/unlimited sub-domains	Unlimited Bandwidth Capability to serve 1000s of residents/Guests @ the same time.	
PHP.bb (Pearl script) Forum SETUP. Forum and Live chat	100 MPs Burstable/Mean we can have 1000s of people involved in the forum and stating there issues on Our/Your area. Forum and live chat for people to speak there minds on issues concerning the Estate and local area...Maybe more	
Setup of asp.net / Server for access (secure link ssl) for workforce. Office..? ..... No reason behind not sticking with the TMO,s Service link to council, they work for us..?	Client link to TMO/K&C services	
Sql Database ssl Secure. Academy link Ect	Dater Base for client links and Forum	
Setup and Design off site and Maintenance. 1 Year	- www.embonline.co.uk/forum	
Web mail for up to 1000.	E mail addresses for all residents Web-mail and client based email for all...	
30 pounds Per month 330 pounds Annual.	.....This is for server space only I am not being paid.....	
<div data-bbox="715 1730 890 1900" data-label="Image"></div> <div data-bbox="595 1907 1010 1941" data-label="Text">webmaster@embonline.co.uk</div>		



**Judith Blakeman**

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**From:** "Francis O'Connor" [REDACTED]  
**To:** "Pam Sedgwick" <pam.sedgwick@rbkc.gov.uk>; "Laura Johnson" <laura.johnson@rbkc.gov.uk>; "Jean Daintith" <jean.daintith@rbkc.gov.uk>  
**Cc:** "Cllr Palmer" <Cllr.Palmer@rbkc.gov.uk>; "Merrick Cockell" <leader@rbkc.gov.uk>; "Derek Myers" <Derek.Myers@rbkc.gov.uk>; "Cllr Blakeman" <Cllr.Blakeman@rbkc.gov.uk>; <Cllr.Mills@rbkc.gov.uk>  
**Sent:** 26 July 2010 01:43  
**Attach:** Daintith MMA Letter.doc  
**Subject:** RE: LWEMB Constitutional Issues

Dear Ms Sedgwick,

Despite my recent appeal to you to intervene with the TMO with regard to the continued non-production of account statements to the EMB, there are now clear signs of a significant hardening of attitudes by TMO accountants. I am referring to recent correspondence from the TMO Director of Finance to the Chair of the EMB which referred to the EMB Management Fee merely as *"TMO Expenditure incurred in fulfilling the management functions under the 2006 MMA Chap 1 cl 6.3"*. The same correspondence goes on to describe the EMB Management Fee as *"part of the TMO management fee"*, and describes EMB administrative expenses as *"TMO operating costs"* which *"do not form any part of the EMB's own accounts"*.

The use of such terminology is an affront to the EMB, and amounts to a deliberate and pointed denial of the existence and integrity of the EMB Management Fee, and by extension of the 'right to manage' of the EMB, which is articulated in the 1993 and 2006 EMB Management Agreements. It is in effect a death threat against the EMB.

In the light of this development, and the apparent complicity of you and your colleagues with this unacceptable and illegal behaviour by the TMO, I feel obliged to reconsider the wisdom of engaging with you in the proposed review of the EMB Management Agreement. I think it highly unlikely that you or your colleagues have any intention of engaging meaningfully with such a review.

Given that you did not attend the EMB meeting on 12 July, as expected, and I have heard nothing further from you about the proposed urgent review, I must now ask you to state unambiguously the RBKC position with regard to the flawed interpretation of clause 6.3 which I addressed in my letter to Ms Daintith of 30th June (copy of letter attached). Unless progress is achievable on this fundamental issue, there will be no point in any discussions.

Does the Royal Borough accept that there is a fundamental conflict between the 1993 EMB Management Agreement and the 2006 EMB Management Agreement with regard to delegation of powers, and that the 1993 Agreement, which forbids any such delegation by the EMB, takes precedence over the later Agreement?

Also, will the Council, if asked by the EMB, agree to fund independent legal services to assist the EMB in making its case for a more equitable interpretation and application of the management arrangements, giving due consideration to the 1993 agreement? Without the benefit of independent legal advice, the EMB is currently, and will remain, seriously disadvantaged in relation to the Council and the TMO. I am strongly of the view, therefore, that it would be unwise for the EMB to engage in any further discussion of the management arrangements, without the benefit of independent legal advice. I am also strongly of the view that it would be unreasonable of the Council to withhold funding for such assistance from the EMB.

I believe there is an urgent need to begin making progress on these issues. I would therefore greatly appreciate an early response to this email, with clear and unambiguous answers to the questions I have asked.

Sincerely,

Francis O'Connor

26/07/2010

MET00040868/271  
 MET00040868\_0271

----- Original Message -----

**From:** Pam.Sedgwick@rbkc.gov.uk  
**To:** [REDACTED]  
**Cc:** Jean.Daintith@rbkc.gov.uk  
**Sent:** Thursday, July 08, 2010 10:43 AM  
**Subject:** RE: LWEMB Constitutional Issues

Dear Mr O'Connor,

I will be attending the next EMB Board meeting on Tuesday 12<sup>th</sup> July, and will discuss with them the arrangements for a meeting with Council officers.

Best wishes,

Pam Sedgwick

---

**From:** Francis O'Connor [REDACTED]  
**Sent:** 07 July 2010 23:54  
**To:** Daintith, Jean: HHASC-Director; Sedgwick, Pam: HHASC-Housing  
**Cc:** Myers, Derek: CP-ChiefExec; Teresa Miles; dougal steward; Cllr-Cockell  
**Subject:** Re: LWEMB Constitutional Issues

Dear Ms Daintith,

Thank you for your response. I have already heard from Ms Sedgwick proposing a meeting with Board members to begin addressing the issues raised in my letter to you, and my email to her. Subject to the agreement of the LWEMB I would be willing to participate in the initial meeting or meetings, although I would be keen to withdraw as soon as it became clear that Board members were sufficiently well informed of the issues to proceed without my support.

I believe that the EMB is scheduled to have its first meeting on Tuesday 12th July. I am hopeful that they will find time to consider what you, and Ms Sedgwick, have proposed and will create an ad-hoc sub-committee to begin addressing the issues. They will also, of course, be electing their Officers for the coming year, so I would suggest that you negotiate arrangements for the proposed meeting with the newly elected Officers of the EMB.

While I accept that the issues I have raised will need careful discussion and negotiation, I believe also that the problem of the non-production of account statements demands immediate action, and I hope Ms Sedgwick will impress this on the relevant TMO Officers in advance of next weeks Board meeting. I don't believe there can be any good reason for any further delay with this. End-of-year statements for 2009/2010, of both EMB Management Expenses and HRA Expenditure, should be provided, along with first quarter statements for the current year.

I will look forward to hearing from Ms Sedgwick in due course.

Sincerely,

Francis O'Connor

----- Original Message -----

**From:** Jean.Daintith@rbkc.gov.uk  
**To:** [REDACTED]  
**Cc:** Derek.Myers@rbkc.gov.uk ; leader@rbkc.gov.uk ; [REDACTED]  
 [REDACTED] Pam.Sedgwick@rbkc.gov.uk  
**Sent:** Wednesday, July 07, 2010 10:09 AM  
**Subject:** RE: LWEMB Constitutional Issues

Dear Mr O'Connor

26/07/2010

MET00040868/272  
 MET00040868\_0272



Thank you for your email and letter to me of 30<sup>th</sup> June. I have also seen your email of the same date to Pam Sedgwick, with whom I also shared your letter to me. I know that Ms Sedgwick has proposed a meeting with you in order to propose the action we will take. I would like this to proceed with a view to then dealing formally with the outstanding issues so that the arrangements between the Council, the TMO and the EMB are clear and we can reach agreement wherever possible.

I hope this meets with your approval.

Yours sincerely  
 Jean Daintith  
 Executive Director  
 Housing, Health and Adult Social Care  
 Royal Borough of Kensington and Chelsea  
 Rm 140, Town Hall  
 Hornton Street  
 London W8 7NX

Tel: [REDACTED]

**From:** Francis O'Connor [REDACTED]  
**Sent:** 30 June 2010 01:29  
**To:** Daintith, Jean: HHASC-Director  
**Cc:** Myers, Derek: CP-ChiefExec; Cllr-Cockell; Teresa Miles; dougal steward  
**Subject:** LWEMB Constitutional Issues

Dear Ms Daintith

Thank you for your letter of 16<sup>th</sup> June, in response to my complaint of 25<sup>th</sup> May, against Ms Johnson, the Chief Housing Officer. Your letter provided additional information which I did not expect, but for which I am grateful. The passage dealing with the constitutional arrangements between the Council and the EMB was especially welcome, as it highlights a serious constitutional problem which needs to be addressed urgently. Please find the attached letter explaining this problem, its history, its consequences for the EMB, and the need for an urgent remedy.

An early response to this letter would be greatly appreciated as the issues involved are of urgent and vital interest to the newly elected Lancaster West EMB.

I will write separately to you at a later time to respond to your comments on the other issues which your letter addressed, ie the remuneration issue and your response to my initial complaint.

Sincerely,

Francis O'Connor

Have your say on the Congestion Charge in Kensington and Chelsea.  
 email [cchargeconsultation@tfl.gov.uk](mailto:cchargeconsultation@tfl.gov.uk) or visit [www.cclondon.com](http://www.cclondon.com)

\*\*\*\*\*

The Royal Borough of Kensington and Chelsea.  
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26/07/2010

MET00040868/273  
 MET00040868\_0213

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**Minutes of Meeting 2010**

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<b>TITLE OF MEETING</b>	<b>Lancaster West Board Meeting</b>
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Date:	Tuesday 13 <sup>th</sup> July 2010
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Venue:	EMB Rooms
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<b>Present:</b>	1. Dougul Stewart (DS)	EMB Chair
	2. Gordon Evan (GE)	EMB Vice Chair
	3. Teresa Miles (TM)	EMB Secretary
	4. Christine Richer (CR)	EMB Treasurer
	5. Keith Miles (KM)	Board Member
	6. Bernard Shaw (BS)	Board Member
	7. Shelia Shelia (SS)	Board Member
	8. Virginia Sang (VS)	Board Member
	9. Peter Martindale (PM)	Board Member
	10. C'Ilr Judith Blakeman	Board Member (Co-opted)
	11. Robert Bryans	Board Member
<b>Officers in Attendance</b>	12. Adelola Dairo (AD)	Interim Area Manager – EMB
	13. Deon Wilks	Estate Officer
	14. Andrea Johnson	Assistant Director of Partnering TMO
<b>Apologies:</b>	Sacha Jevans	Director of Customer Service



1.0 **Welcome and Apologies.**

1.1 As above.

2.0 **Declaration of interest.**

2.1 There was no declaration of interest.

3.0 **Minutes of Board meeting held on 13<sup>th</sup> May 2010**

3.1 Accepted, corrected and to be signed by the New Chair.

3.2 JB corrected the date on the minute.

4.0 **Matters Arising**

4.1 Minutes of the Board meeting held on the 9<sup>th</sup> February 2010 was handed out. This needs to be approved and signed off.

4.2 Information on the Strategy Away Day held on the 4<sup>th</sup> May 2010 was also handed out to all board members in response to TM's request.

4.3 TM asked for figures to be provided with regards to the Arrears, Voids, Repair and performance information relating to OCS on the Estate and all deep cleans.  
**AD to action**

4.4 CR questioned money earned for EMB through Hiring of the hall, safe stores and filming on the estate. She wanted to know when EMB accounts can be viewed. DS stated that once the treasurer is elected EMB revenue can be discussed.  
**AD to action**

5.0 **Electing of Board Officers**

5.1 **Election of Secretary**

TM was nominated by DS and seconded by VS.

TM was elected Secretary.

5.2 **Election of Treasurer**

CR was nominated by KM

CR was elected as Treasurer

5.3 Election of Vice- Chair

GE was nominated by KM and seconded by CR

GE was elected as Vice- Chair

5.4 Election of Chair

DS was nominated by GE and seconded VS, KM, and TM.

DS was elected Chair

5.5 Election of New Board members

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TK was nominated by VS, and seconded by CR

JB was not able to attend AGM.

CR informed board that GL would like to be part of the board.

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6.0 Election of Board Co-optees

6.1 BB , C'llr Palmer and C'llr Blakeman are the Board Co-optees.

7.0 Sub - Committee

7.1 DS discussed sub-committees. TM informed the meeting that there were six sub committees and suggested that there be two board members in each sub-committee.

7.2 The following sub committees and Board members were agreed:

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Cleaning – IW and KM

Repairs and Voids – VS and CR

Security – BS and PM

Constitutional – TM and DS

I.T. – GE

8.0 Finances

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garages. GE wants to discuss security cameras at a later meeting.

VS complained that the door from Hurstway Road that leads to the garages is constantly broken. BS wants to discuss fob key access at a later date.

#### 8.5 EMB Accounts

AD presented the board with the EMB Accounts. She informed the board that the account needs to be approved and signed by Chair, treasurer and Secretary.

DS informed the board that the accounts will be discuss in another meeting.

AD informed the board that a new mandate from the bank has to be completed with the signatories. The mandate have been ordered from the bank.

**CR/DS to action**

AD also informed the board that a new cheque book needs to be ordered and the old book which is missing cancelled. **DS to action**

CR stated that the board will like to manage their account by themselves. AD to agree on a date to go through the EMB account with CR.

**AD to action**

#### 8.6 Appointment of the Auditor

9.0 In accordance with section 51 OF THE Rules of Lancaster West Management Association Limited to decide whether to appoint Richman & Co. as Auditors for a period of one year. The board to decide and an invoice from Mr. Richman was given to the board.

**DS to action**

#### 9.1 Reinstating repairs staff to Lancaster West Estate.

DS requested that the two Repairs staff members transferred to the Hub be restored back to the LW office. This was on the grounds that the current repairs services has deteriorated since their transfer.

TM stated that T'OH had said in a previous meeting that it would be easy to reverse the decision to have repairs staff back at Lancaster West.

AD explained that CSC have the facilities to monitor our repairs performance than at LW, also there was the issue of the two staff starting work late. Also, the board members agreed to the decision to transfer the two staff members initially. JB confirmed that the EMB were involved in the decision. The board would like this decision reviewed.

9.2 DS would like the Estate Inspectors duties to be reinstated to include



raising work orders.

9.3

DS stated that they would like the repairs staff contract to be reviewed if they are returned to LW. This is to ensure that a repair staff member is in by 9.00am.

The board would like Andrea Johnson and Sasha Jervas to attend the next board meeting to address these issues. AD explained their job roles in the TMO. **AD to action**

10.0

A.O.B

10.1

PM questioned the fact that a budget of 14 people was agreed with TMO. DS would also like to increase staff coverage. AD highlighted that this has to be proportionate to the budget. **AD to action**

10.2

TM requested for 15 copies of all the Service Level Agreements and volumes 1 & 2 of Management books. **AD to action**

10.3

JB suggested training days for the board members.

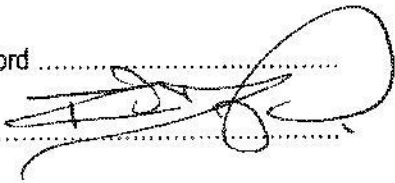
10.4

JB suggested a timetable for future meetings till the rest of the year. TM Suggested holding a board meeting in August. Aim to hold meetings on the 3<sup>rd</sup> Tuesday of every month. **TM to action**

10.5

Date of next meeting will be 27<sup>th</sup> July 2010 at 6.30 pm at the EMB Rooms.

Agreed a correct record .....

Chair of the Board.....

The Lancaster West Management Association

*For your information - in confidence*  
*JN*

## **LANCASTER WEST EMB MEETING 13 JULY 2010**

The Board seemed surprised to see me there. Cllr. Palmer did not attend, perhaps dissuaded by the e-mail withdrawing the invitation to various Council and TMO officers.

The tenant and leaseholder members of the EMB had held a pre-meeting the previous Tuesday evening and had agreed the following, which were formally endorsed at the Board meeting:

### **Board Officers**

Chair: Dougal Steward  
Vice Chair: Gordon Evans  
Secretary: Teresa Miles  
Treasurer: Christine Richer

### **Resident Co-optees approved to join to the Board**

Jason de Belen  
Sheila Sheila  
Theresa Koga

Geraldine Lord was proposed but not elected after the Chair reminded the meeting that she had previously voted in favour of the dissolution of the EMB.

### **Non-resident Co-optee approved to join to the Board**

Robert Bryans

### **The following Sub Committees have been set up:**

Finance: Christine Richer and Robert Bryans  
Cleaning: Ivis Wong and Keith Miles  
Repairs: Virginia Sang and Christine Richer  
Security: Bernard (?) and Peter Martindale  
Constitution: Teresa Miles and Dougal Steward  
IT/Media: Gordon Evans and one vacancy.

It was reported that Laura Johnson and Pam Sedgwick will be holding meetings with Estate resident Francis O'Connor to work on "constitutional issues". These meetings will now also include Dougal Steward and Teresa Miles.

### **Meetings Calendar**

Meetings will be held monthly on the third Tuesday of the month at 6.30 p.m. However, the next meeting will be brought forward to 27 July instead of being held in August.

### **Training**

I suggested that the Board should arrange some training sessions and was advised that "we are already being trained on Sunday mornings".

### **Repairs Staff**



The Board intend to negotiate with the TMO to achieve the re-instatement of two repairs staff on site in the EMB office at Grenfell Tower. Not necessarily the two members of staff there previously, but one who will be on duty from 8.00 a.m. and one who will finish his/her shift at 6.00 p.m.

Subsequent negotiations will then be initiated with the TMO with a view to restoring the full staff complement on the Estate to 14 in number and with the Estate inspectors restored to their former offices in Grenfell Road.

Andrea Johnson and Sacha Jevans from the TMO will be invited to the next Board meeting to report on a range of repairs and financial matters.

### **Any Other Business**

- The Board wish to introduce a procedure to vet all future tenants before they are allocated homes on the Estate. I suggested that this would not be permitted under the present Housing Allocations policy – but advised the Board that as the policy is currently under review, they could feed this suggestion into the process. The Board was informed that vetting “happens all the time in the North of England”.
- The Board wish to ensure that “old ladies living alone in flats with 5 bedrooms” are persuaded to move into smaller accommodation, on the Estate if that is their wish. I suggested that the current downsizing arrangements should be publicised more clearly.
- The Board wish to determine a formal view on the Council's proposals for the Kensington Academy, the Kensington Leisure Centre, the Stock Options review and the Latimer Master Plan. The Board will probably support the concept of the Academy but oppose the proposed location. I urged all Board members to attend the meeting arranged by the Council for Thursday 15 July.
- The Board expressed concern that the Residents' Association had obtained £7,000 from Well London Notting Barns to refurbish the EMB Rooms. Some members thought there had been no demonstrable improvement and it had been a waste of money – presumably the fault of the TMO. Others queried the status of the EMB Rooms – which they claimed are the responsibility of the EMB, whereas it is the Resource Centre that is the responsibility of the Residents' Association – so why had the refurbishment of the EMB Rooms been undertaken through the RA? It was agreed to obtain clarification on these points. There were a number of questions about what works had been done and why the £7,000 had to be paid via the EMB accounts to the TMO, despite being told on several occasions that the TMO had paid the bills in advance of receipt of the money from Well London and that the donation had to be processed through the EMB accounts as the Residents' Association does not apparently have a functioning bank account at the moment. The Chair of the Residents' Association stormed out of the meeting during this discussion.

JB/14 July 2010

# ESTATE MANAGEMENT BOARD LANCASTER WEST ESTATE

## TITLE OF MEETING

EMB - BOARD

Date:

Tuesday 13<sup>th</sup> July 2010 at 6.30pm

Venue:

EMB Rooms

## AGENDA

1. Welcome and apologies

2. Minutes of last meeting

3. Matters arising

4. Electing of Board Officers

5. Electing of Board Co-optees

6. Finances

7. Reinstating repairs staff to Lancaster West Estate

8. Any other Business

Andrew & Sacha  
to attend next meeting

Chair: Daryl  
Treasurer: Christine  
Secretary: Teresa  
V Chair: Gordon

Emb Observer

Robert Bryans

### Subs

Finance: Christine, Bob  
Cleaning: Iris, Keith  
Repairs: Virginia, Christine  
Security: Bernard, Peter  
Constitution: Teresa, Daryl  
IT/Media: Gordon, Andrew

## Meetings calendar

2<sup>nd</sup> Tuesday of month

next mts 2 weeks time 27 July

Re-pubs use downgrading procedure

Re-introduce vetting procedure / Nursing allows policy

Next mtg discuss newsletter & IT usage

EMB role re new school, leisure centre & sports options

Co-opted residents  
Joan de Belen  
Shelia Dettia  
Teresa Rogers  
not Geraldine Lind

House  
Pam  
Ann  
Daryl  
Teresa  
to work  
in  
Emb  
rooms



Notes of the meeting of the Lancaster West Estate Management Board held on Thursday 13 April *May*  
2010 at 5.30pm

Present: Arvinda Gohil – Chair  
Geraldine Lord  
Judith Blakeman – Councillor  
Teresa Miles – Secretary  
Dougal Steward - Vice Chair  
Christine Richer  
Roslyn Sylvester – Treasurer

In attendance: Adelola Dairo - Senior Estates Officer  
Tony O'Hara - Area Manager LWEMB  
Laura Johnson – Chief Housing Officer RBKC  
Alasdair Manson – Assistant Director of Neighbourhood

Apologies: Keith Miles  
Tim Fairhurst  
Bekie Mpofu

Absent: Cllr Hanham  
Cllr Palmer

---

Pre-commencement of meeting DS requested that AG leave the meeting [REDACTED]  
[REDACTED] This  
was repeated on at least three occasions and DS further stated that AG was [REDACTED]  
[REDACTED]

CR stated that AG [REDACTED]

AG informed the meeting that it was her intention to advise the Board of the current state of play before moving on from the Chair.

JB stated that the [REDACTED] AG had fulfilled her role as Chair very well and had done what was needed as per her brief.

AG stated that she was Chair and would continue to Chair the meeting until item 11 on the Agenda.

AG stated that the meeting was not quorate and what follows is a note of the recommended decisions for the Board to agree and endorse.

TM stated that she would be unable to take minutes as the Secretary as it was impossible to take notes and be involved in the meeting at the same time. AG pointed out that TO'H had always taken minutes and at the same time contributed to the meetings and would do so again.

1.0 Welcome and apologies.

1.1 As above.

2.0 Declarations of interest.

2.1 None noted.

3.0 Minutes of Board meeting held on 09 February 2010.

3.1 Accepted and to be signed by New Chair when meeting quorate.

4.0 Matters Arising:

4.1 TM stated that she still did not know what had occurred at the Strategy Away Day for the Board and further stated that in previous years copies Minutes of Board meetings were retained in RA filing system for easy access by Board Members.

AG requested that TO'H supply copies of said documents to TM.

5.0 Minutes of SGM held on 13 April 2010.

5.1 Accepted however GL wanted it stated that some people abstained from voting due to a lack of information and being unable to hear over the general noise of the public meeting.

5.2 DS stated that the minutes were not complete as there was no information relating to the attendees. AD informed DS that due to the numbers attending the meeting it was impossible to capture all the names and addresses. GL/JB stated that people were in attendance who were not members of the EMB – DS stated that this was not the case. DS requested that AD leave the meeting and collect the list of names from the Estate Office. AD did this and presented copies of the names to the Board and DS said this was the wrong list as he had asked for the membership list of the EMB. AG informed the Board that once a quorate number had been achieved it was best practice to start the meeting regardless of whether or not all names were captured at the time.

6.0 KPI information as of 31 March 2010.

6.1 TO'H presented graphs relating to Rent Arrears, Voids and Repairs.

During the presentation of Rent Arrears performance CR interrupted TO'H asking "What is it exactly you do on the estate Mr O'Hara?"

During the presentation of Repairs performance when TO'H was pointing out the quite dramatic improvement in performance since January/February which could be correlated to the new Morrisons Contract and the transfer of two administration staff to the Call Centre

6.2 TO'H finally presented performance information relating to OCS on the Estate and all deep cleans were on target.

CR wanted to know why the walkway at Hurstway Walk isn't cleaned on a Saturday. GL stated that it was but CR insisted it wasn't. TO'H explained that OCS do not have to man specific numbers within the contract as long as each task is completed however TO'H would look into the matter and feedback to the Board.

7.0 LWEMB Accounts

7.1 TO'H went on to present the accounts and stated that the accountant required information relating to:

- 1 Bank statement 112 (17.02.2009 – 16.03.2009)
- 2 Cheque details 100157 – 100188 inclusive and information relating to four deposits.
- 3 Invoices showing £300.51 to 31 Dec 2008
- 4 Invoices showing £1,216.93 to Dec 2009

TO'H further stated that he was unable to find this information in the Office whereby DS stated "Don't be ridiculous" and TO'H reiterated that none of the information relating to the accounts was where it should be and he was hopeful, despite a number of requests to KM, that they had been moved to the LWRA Office. DS demanded to know why TO'H had mismanaged the information to which TO'H responded that the files had been moved during his five week absence from the Office and he could not realistically know where or who had moved them but he was endeavouring to do so.

CR stated that she had never seen information relating to accounts previously. AG, GL and JB stated that this information had been presented at previous meetings and CR was mistaken.

8.0 Draft letter to Mr F O'Connor regarding queries relating to Arvinda Gohil.



8.1 AG stated that it was inappropriate of AG or TO'H to respond to this query and it should be responded to by the selection committee or the new Chair when selected. DS wanted to know who had selected AG and who had agreed upon fees to be paid to AG. JB stated that the Board had not had quorate meetings and it was decided to bring in a professional Chair. JB stated that professional means paid. RS and JB checked DS for his continued hostility towards AG.

## 9.0 Annual General Meeting

9.1 AG stated that she had assumed that LWEMB financial year runs from April to March in line with RBKC and KCTMO and therefore last years AGM was held in August. It has since come to light that the LWEMB financial year runs from October to September and AGM should be arranged sooner rather than later. The date agreed upon was 29 June 2010 and the Secretary charged with finding a suitable venue.

## 10.0 Election of new Chair

1.1 DS was elected to the Chair on an Interim basis until the next AGM.

Three votes for DS

One against

One abstention - GL/RS requested that they wished it to be recorded that they thought DS election inappropriate.

## 11.0 AOB

1 GL circulated information regarding a meeting held with K Mann of PEP.

2 JB queried who had placed Conservative Posters in the Notice Boards. [REDACTED]  
[REDACTED]  
[REDACTED]

3 CR queried the status of the fire and the ventilation system within Grenfell Tower. TO'H explained that the system is serviced regularly and a repair had been ordered but the fire occurred before the repair was completed. TO'H informed the Board he had liaised with KCTMO H&S and had been informed that a full inspection had been carried out by Engineers and London Fire Brigade. TO'H was reviewing the re-cycling procedures within the Tower as these bags had been used to cause the fire.

4 DS/CR queried reception cover stating that Victoria Marcos was never available and spent all her time upstairs. GL stated this was not the case and every time she called to reception Victoria was present. DS stated this was not the case. TO'H/AD stated that Victoria had been on training for four days but manned reception every time the Office was open. This was again denied by CR and DS.

5 CR queried the usage of the EMB Rooms. TO'H stated that he had authorised the let of room 1 to the insulation company for a rate of £70 per week and room 2 to RGE (Electrical contractor) for a rate of £100 per week to increase LWEMB coffers.

6 DS asked why TO'H had suspended the Community Payback Team. TO'H explained that he was waiting upon the meeting to authorise the spend as the previous year's money was financed from the Repairs underspend. The Board decide to fund the Community Payback Team from the rental monies received from the EMB Rooms.

The meeting ended.

**LANCASTER WEST**  
**ESTATE MANAGEMENT ASSOCIATION LIMITED**  
**MINUTES OF THE SPECIAL GENERAL MEETING**  
**HELD ON TUESDAY 13<sup>TH</sup> APRIL 2010**

- 1) The meeting was attended by over 100 members and other residents, whose names were recorded on a list of attendees.
- 2) Ms Arvinda Gohil, Chair of the Estate Management Board, welcomed everyone to the meeting and introduced Keith Holloway, Interim Director of Customer Services at Kensington and Chelsea Tenant Management Organisation (KCTMO), and Laura Johnson, Head of Housing at the Royal Borough of Kensington and Chelsea.
- 3) Mr O'Connor challenged the Chair, claiming that she had not been properly appointed by the Board, but the meeting consented to the Chair continuing to chair the meeting.
- 4) Ms Gohil explained that the meeting had been called to hear presentations from Mr Holloway, Ms Johnson and herself and then vote on whether the Estate Management Association should end its management agreement with the Council with a view to housing management for the Lancaster West Estate being passed to KCTMO.
- 4) On a proposal from the floor it was **RESOLVED** not to hear the presentations but move immediately to vote on the following resolution contained in the notice of the meeting:  
  
"That the Lancaster West Estate Management Association ends the Management Agreement with the Royal Borough of Kensington and Chelsea and management of the estate is transferred to The Royal Borough of Kensington and Chelsea Tenant Management Organisation."
- 5) Voting by a show of hands, the meeting **RESOLVED** by a large majority not to pass the resolution.
- 6) The meeting then adjourned for a few minutes while those who wished to left the meeting.
- 7) The meeting then heard presentations from Arvinda Gohil, Keith Holloway and Laura Johnson, explaining the financial position of Lancaster West and the problems it had had in recruiting an effective Board.
- 8) A number of residents raised questions, particularly about the repairs service, some reporting that repairs provided through KCTMO's contractors had taken a long time to complete, or maintenance workers had attended without basic tools such as a stepladder or a torch. Keith Holloway took details of the complaints to be followed up with the maintenance contractor.



- 9) Concerns were also raised that two members of staff from the estate had been moved to KCTMO's Customer Service Centre. When trying to report repairs at the estate office, residents had been asked to call the Customer Service Centre but had found it difficult to get through. It was explained that it was intended that in the future staff at the estate office would be able to enter repairs requests directly on the computer system, but this was not possible at the moment. However, repairs should still be able to be reported at the estate office.
- 10) Some residents asked whether it would be possible for the Association to employ its own contractors rather than have to use the TMO's. Clarification was also sought on the handyman service, as some residents were unclear as to what repairs they were qualified to carry out.
- 11) The Chair then thanked everyone for attending and closed the meeting.

The Executive Director  
Housing Health and Adult Social Care  
The Town Hall  
Hornton Street  
London  
W8 7NX

F O'Connor

30<sup>th</sup> June 2010

Dear Ms Daintith

Thank you for your letter of 16<sup>th</sup> June, responding to my complaint of 25<sup>th</sup> May, against Ms Johnson, the Chief Housing Officer. Your letter provided a good deal of additional information which I did not expect, but for which I am grateful. The passage dealing with the constitutional arrangements between the Council and the EMB, was especially welcome, because it highlighted a serious constitutional issue which needs to be addressed urgently. I propose to deal exclusively with this constitutional issue in this letter, and to write separately to you at a later time regarding the remuneration issue and your response to my complaint.

In your letter you refer to the 2006 Modular Management Agreement Chapter 1, clause 6.3 which states that:

*"Either party may, with the consent of the other, appoint another person to carry out management functions which are their responsibility under the Agreement and the parties have agreed to appoint the Royal Borough of Kensington and Chelsea Tenant Management Organisation Limited to carry out the functions described in Schedule A".*

Given that Schedule A lists almost all of the management functions delegated to the EMB under the agreement, the effect of this, as you correctly point out, is to transfer the bulk of the operational duties and financial responsibilities to the TMO. The EMB is thus rendered virtually redundant.

However, the MMA to which you refer also contains the following statement, which appears in the preamble, immediately following the signatures and seals of the parties to the agreement:

*"This MMA supersedes a property management agreement made between the parties dated 1 May 1993 for the management and maintenance of the Lancaster West Estate (The EMB FOUNDING MMA). This MMA takes effect on the date that both parties sign it but the parties' existing rights and liabilities under The EMB FOUNDING MMA remain unaffected."*

Clearly this clause gives precedence to the original or founding agreement, and certainly should be regarded as doing so in the case of any conflict between the two agreements. If one therefore examines the founding agreement it becomes immediately clear that such a conflict certainly exists in relation to the delegation of responsibilities. Thus, the founding Management Agreement states at clause 2.5.c that.

*"The LWMA shall not delegate or assign any of the responsibilities or rights granted by this Agreement to any other organisation."*

I was a member of an EMB team that reviewed the Founding EMB Agreement in 2005/2006, and I can confirm that we spent the best part of a year reviewing that



agreement, working in collaboration with RBKC Officers. We had initially been offered the option of adopting the new modular agreement but preferred to retain our original agreement, because of its familiarity and the simplicity of its language. Near the end of the review period, however, the modular agreement was suddenly reintroduced by Council Officers and we were effectively 'bounced' into signing it with insufficient time for proper review, because, we were told, the ODPM had strongly recommended that the new modular agreements should be universally adopted. We were, however, assured that the safety clause, which I have quoted above, was our guarantee that we would not be unfairly disadvantaged in the process. We were also assured that the 2006 Agreement would be reviewed at the earliest opportunity, and at regular intervals thereafter. To my knowledge no such review has since taken place.

Before the introduction of the 2006 Agreement the EMB was already heavily dependent on the TMO for provision of services, and was struggling to deal with a significant erosion of its powers resulting from its forced relationship with the TMO. Problems had arisen inevitably from the fundamental imbalance of power due to the vastly greater size of the TMO, and the preferential status accorded to it by RBKC. This was not a relationship of the EMB's choosing, but had come about when the Council delegated to the newly created TMO the responsibility for providing to the EMB the support services the EMB had previously received directly from the Council. Most of these services were provided through boroughwide contracts under the TMO's control, and the EMB was strongly discouraged, and even prevented, from arranging its own service contracts. The EMB was thus effectively prevented from ever asserting its independence and became little more than a satellite of the TMO, struggling constantly against the excessive influence exerted on it by the TMO.

The new model agreement was 'sold' to the EMB as a way of addressing some of these structural problems, for instance by the introduction of Service Level Agreements to make the TMO more accountable to the EMB in relation to the services it was providing. In reality the SLA's have accomplished nothing of the sort, being devoid of the penalty clauses that might have provided greater accountability. The EMB certainly had no intention of surrendering its right to manage to the TMO, or any other body, and the 'delegation' clause in the 2006 agreement was seen by the EMB as no more than an acknowledgement of the status quo. It is also certain that the EMB was unaware at that time, that this clause and its accompanying appendix, could, and would, be interpreted by RBKC and TMO as a surrender of all the EMB's powers to the TMO. This was certainly not the intention at the time, at least not from the perspective of the EMB, and if it was the intention of RBKC and TMO, then neither of these parties gave any indication of this to the EMB, and can consequently be accused of sharp practice. Of course the question of sharp practice depends to a considerable extent on whether the argument in your letter is a true reflection of RBKC's intentions at the time, or is entirely revisionist.

In any case, rather than ameliorating the EMB's difficulties, the formal delegation of management functions to the TMO, has served instead to exacerbate them by further undermining the fundamental basis of the EMB management agreement, ie that the EMB is responsible for the management of Lancaster West Estate. Furthermore, the delegation of all powers to the TMO under the 2006 agreement is a direct contradiction of the fundamental purpose of the original agreement. It is therefore illogical, and is also, of course, illegal under the founding EMB agreement.

The recent governance crisis besetting the EMB was a direct consequence of the fundamental negation of its right to manage which occurred under Chapter 1 clause 6.3 of the 2006 agreement. However, there are clear signs that the EMB is now



recovering from this crisis, and is determined to re-assert itself. Lancaster West residents attended in significant numbers a Special General Meeting in April that sent a very strong message to the Council. Following this the AGM on 29<sup>th</sup> June, which was similarly well attended, elected a new and stronger board. The Council should not expect this revitalised board to meekly accede to its complete evisceration under the 2006 agreement.

In the meantime the situation of the EMB in relation to the TMO remains fraught and problematic. The quality of service which the EMB currently receives from the TMO, particularly in relation to accounting standards and information, is extremely poor. During the last year, for instance, the TMO has only provided a single Management Expenses account statement to the EMB. It should have provided monthly statements of Management Expenses, and quarterly statements of EMB HRA Expenses. At the same time, it was recently discovered that the TMO had failed to register annual returns for the EMB since 2007, and even though this lapse was discovered in April, and immediate remedy was promised, the TMO then failed to provide an audited account statement to the EMB AGM on 29<sup>th</sup> June, strongly suggesting that the annual returns have still not been registered. These lapses are, of course, breaches of the Companies Act 2006, but it is difficult to say whether they result from incompetence by TMO accountants, or from some unofficial TMO 'policy' based on the misperception that it no longer needs to supply such financial information because of the EMB's redundant status under the 2006 MMA. Either way this is unacceptable.

There are also problems with the staffing at Lancaster West. The Area Manager post, in particular, has not been filled for nearly two years, and has instead been occupied by a succession of agency temps, at considerable additional expense to the EMB, and in breach of the EMB Management Agreement. The EMB has not been consulted or even informed about these arrangements. Indeed the most recent incumbent departed without even giving advance notice to the EMB on Thursday 24<sup>th</sup> June, right in the middle of arrangements for the AGM due to be held on 29<sup>th</sup> June. His unexpected departure had the immediate effect of disrupting the provision of supporting documents for the AGM, and could not have been better timed if the intention had been to wreck the AGM. The only possible explanation I can suggest for these extraordinary lapses is that they are intended to disrespect, disrupt and undermine the EMB and are indicative of an attitude of considerable contempt towards the EMB on the part of the TMO.

Clearly there is now an urgent need to review the 2006 EMB agreement, with a particular focus on the revision, or removal, of this 'delegation' clause. The Council should commit itself to engaging fully, honestly and reasonably with this process, in full recognition of its legal and moral obligation to honour the Founding Management Agreement with the EMB, by acknowledging the EMB's right to manage the Lancaster West Estate, and by providing the support and assistance necessary to enable the EMB to carry out its management functions. The issues highlighted in this letter should also be referred, at the earliest opportunity, to the relevant scrutiny committee of the Council. Failure to urgently address these issues would be a recipe for continuing conflict with the EMB and the resident population of Lancaster West which it represents.

Yours sincerely,

Francis O'Connor

## AGENDA

### Estate Management Board of Lancaster West

Annual General Meeting 29<sup>th</sup> June 2010

1. **Welcome and a few words from the Chairman: Dougal Steward**
2. **Only the business stated in the agenda will be conducted**  
**At the AGM, This meeting will not consider matters which**  
**are personal to you or concerning your home or block.**
3. **Vote of Confidence for the Lancaster Management Association to Management**  
**wishes to continue to manage Lancaster West Estate under provisions**  
**of the Management Agreement with the Royal Borough of Kensington and Chelsea.**

4. **Election of Board members:**

The following names of the people to be nominated on to the EMB are:

**Virginia Sang - Teresa Miles - Dougal Steward - Peter Martindale - Jason de Beier -**  
**Keith Miles - Gordon Evans - Bernard Shaw - Ivis Wong - Christine Richer**

5.

++++  
**Approval of the minutes from the last AGM held on 1<sup>st</sup> June 2009**  
**Approval of the minutes from the last SGM held on 13<sup>th</sup> June 2009**  
++++

6.

#### **The Accounts of the EMB**

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#### **Appointment of Auditor**

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#### **The Auditors Report**

7.

++++  
**Any other business**

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**Close and thank all who attended**

**Judith Blakeman**

---

**From:** "Judith Blakeman" [REDACTED]  
**To:** <LeVerne.Parker@rbkc.gov.uk>  
**Sent:** 24 June 2010 13:12  
**Subject:** Re: [REDACTED]

**Dear Mrs. Parker**

**My comments are set out below.**

**Councillor Judith Blakeman**

24/06/2010

**MET00040868/294**  
MET00040868\_0294





----- Original Message -----

**From:** [LeVerne.Parker@rbkc.gov.uk](mailto:LeVerne.Parker@rbkc.gov.uk)

**To:** [Cllr.Blakeman@rbkc.gov.uk](mailto:Cllr.Blakeman@rbkc.gov.uk)

**Sent:** Wednesday, June 16, 2010 2:44 PM

**Subject:** [REDACTED]



Regards

LeVerne Parker

24/06/2010

**MET00040868/295**

MET00040868\_0295

Chief Solicitor

Telephone -

Fax -

**Legal Services**

Kensington Town Hall, Hornton Street, LONDON, W8 7NX

**Director of Legal Services**

Michael Cogher LLB (Hons), Dip.L.G., Solicitor

Councillor Blakeman

Room 253

The Town Hall

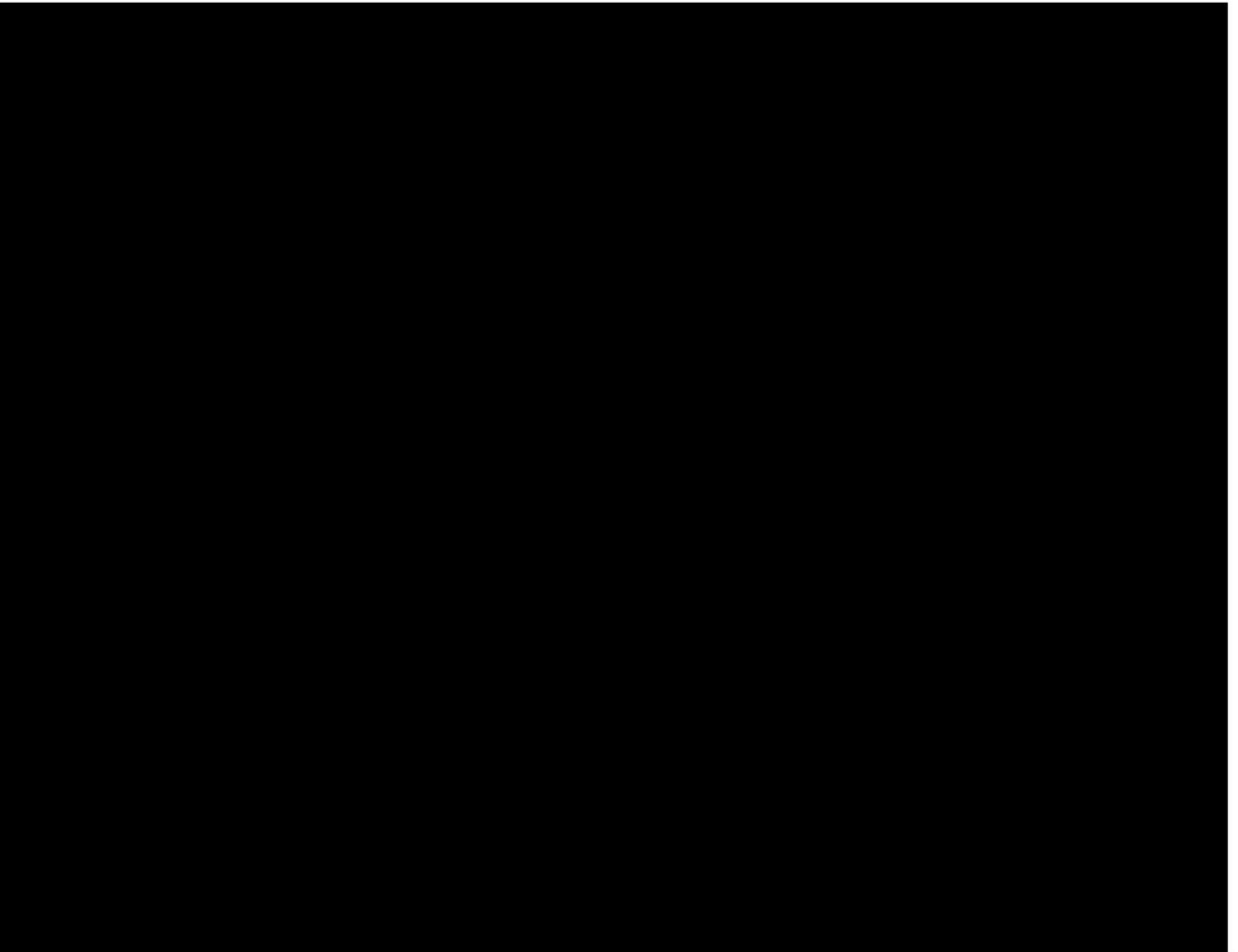
14 June 2010

My reference: LP/dyb

Your reference:

Please ask for: LeVerne Parker

Dear Councillor Blakeman,



Direct Line:

Fax:


Email: [leverne.parker@rbkc.gov.uk](mailto:leverne.parker@rbkc.gov.uk)

Web: [www.rbkc.gov.uk](http://www.rbkc.gov.uk)

**MET00040868/297**

MET00040868\_0297





Yours sincerely

**LeVerne Parker LLB (Hons), Solicitor  
Chief Solicitor and Monitoring Officer**

# COMPLAINT FORM



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA

## 1. Please provide us with your name and contact details

Title:
First name:
Last name:
Address:
Daytime tel:
Evening tel:
Mobile tel:
Email address:

## 2. Please tick the box which best describes you:

Member of the public

An elected or co-opted member of an authority

An independent member of the standards committee

Member of Parliament

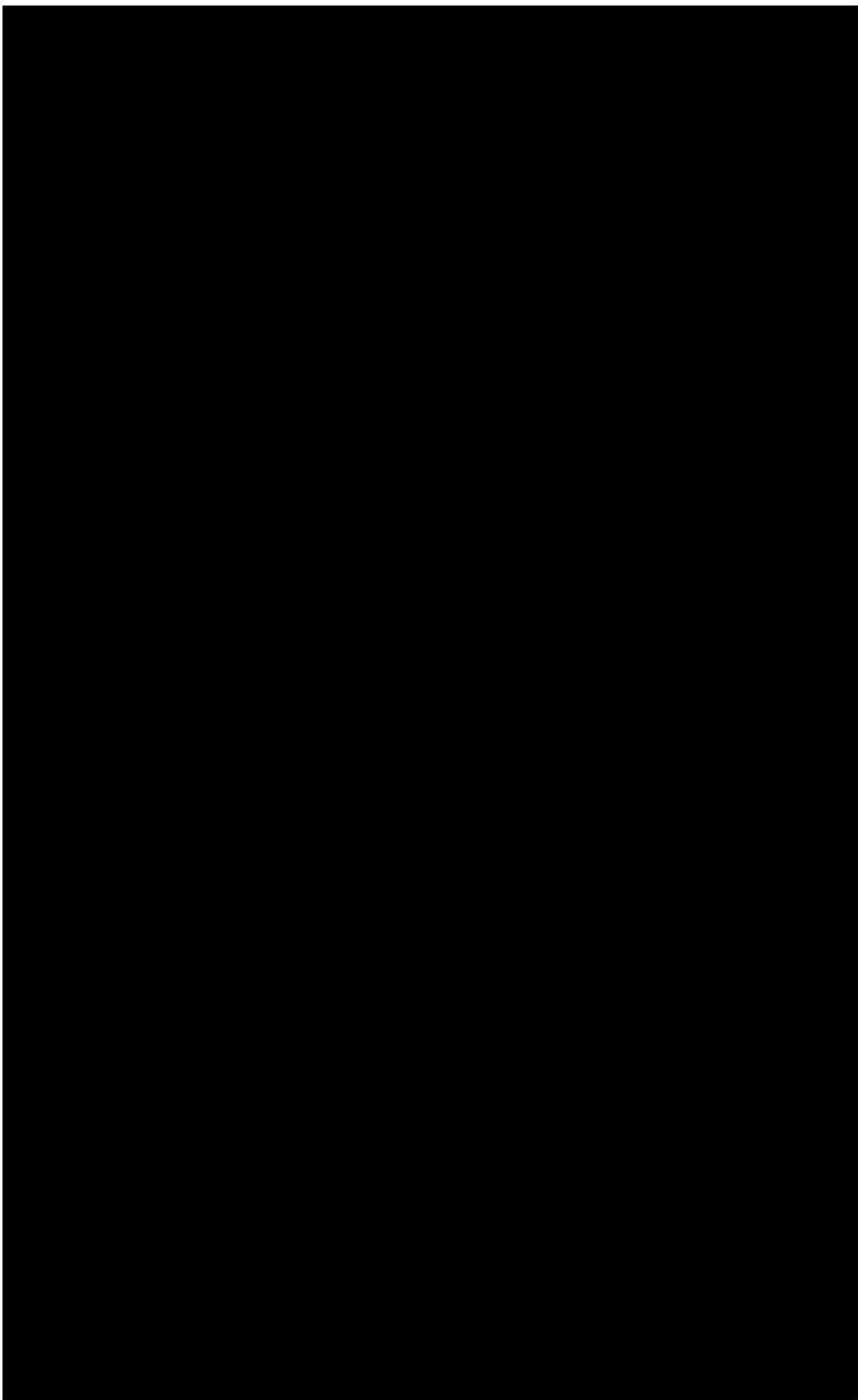
Local authority officer

Other (please specify . . . . .)

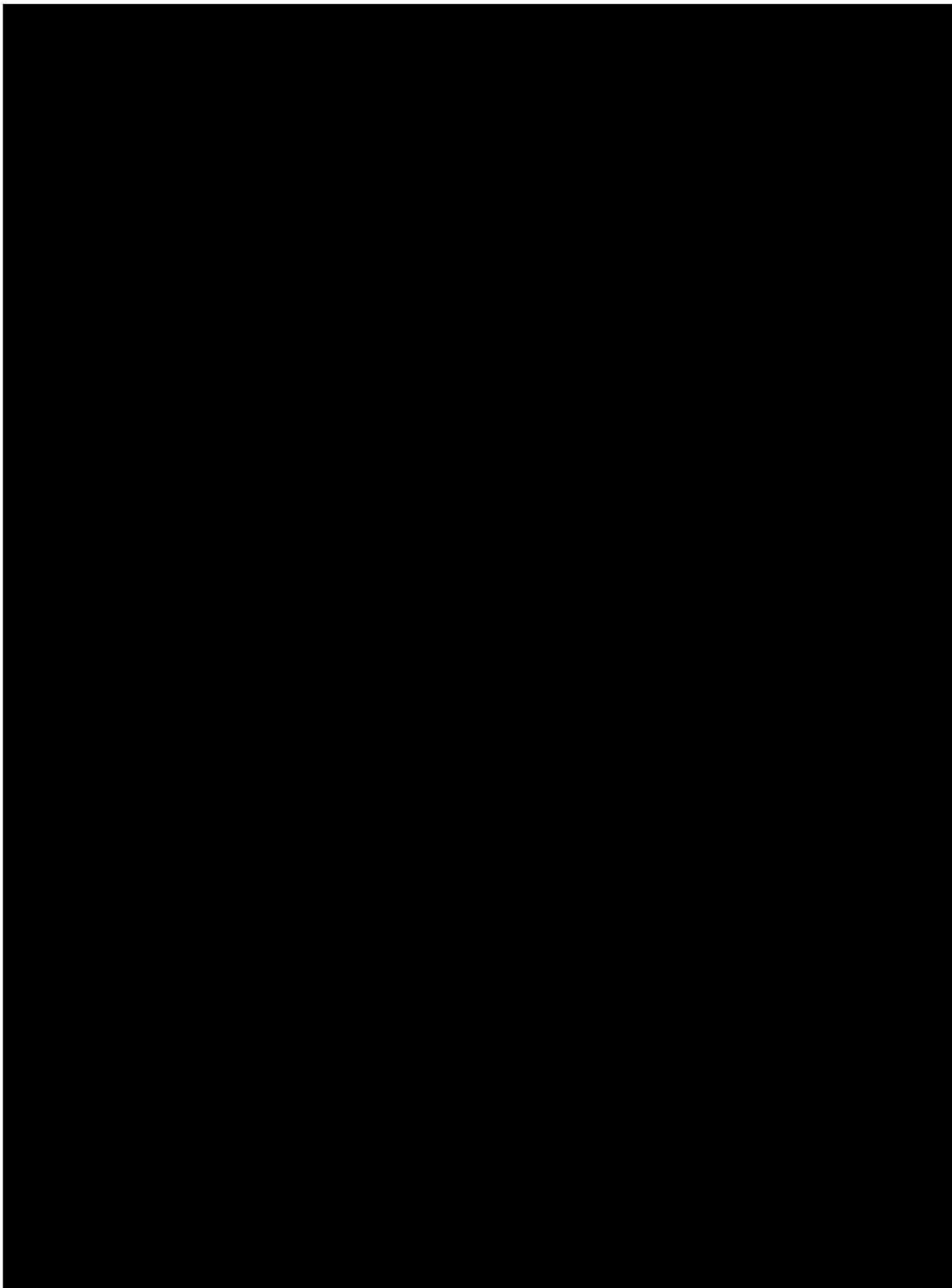
## Making your complaint

3.

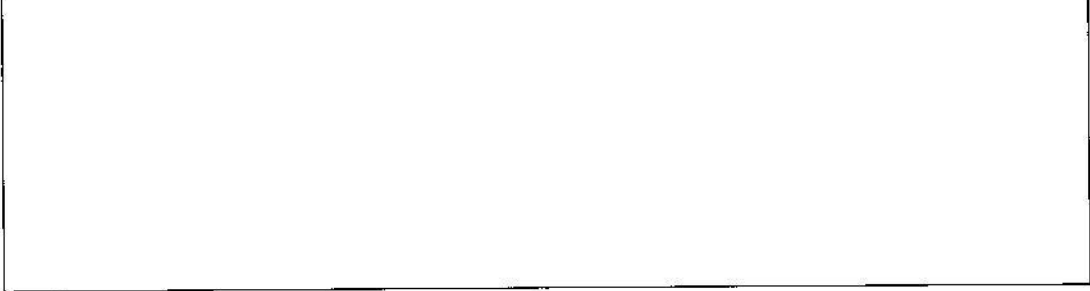
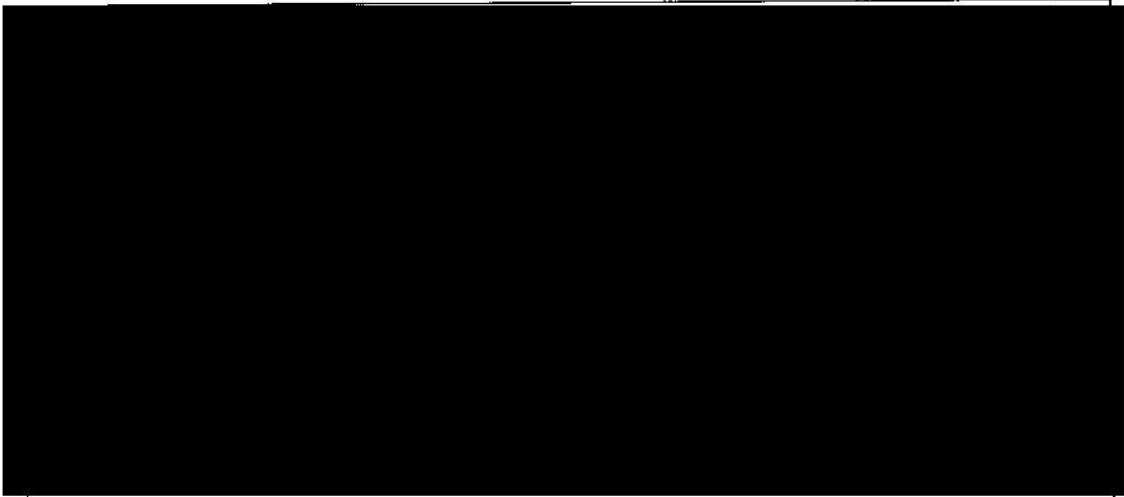
4.



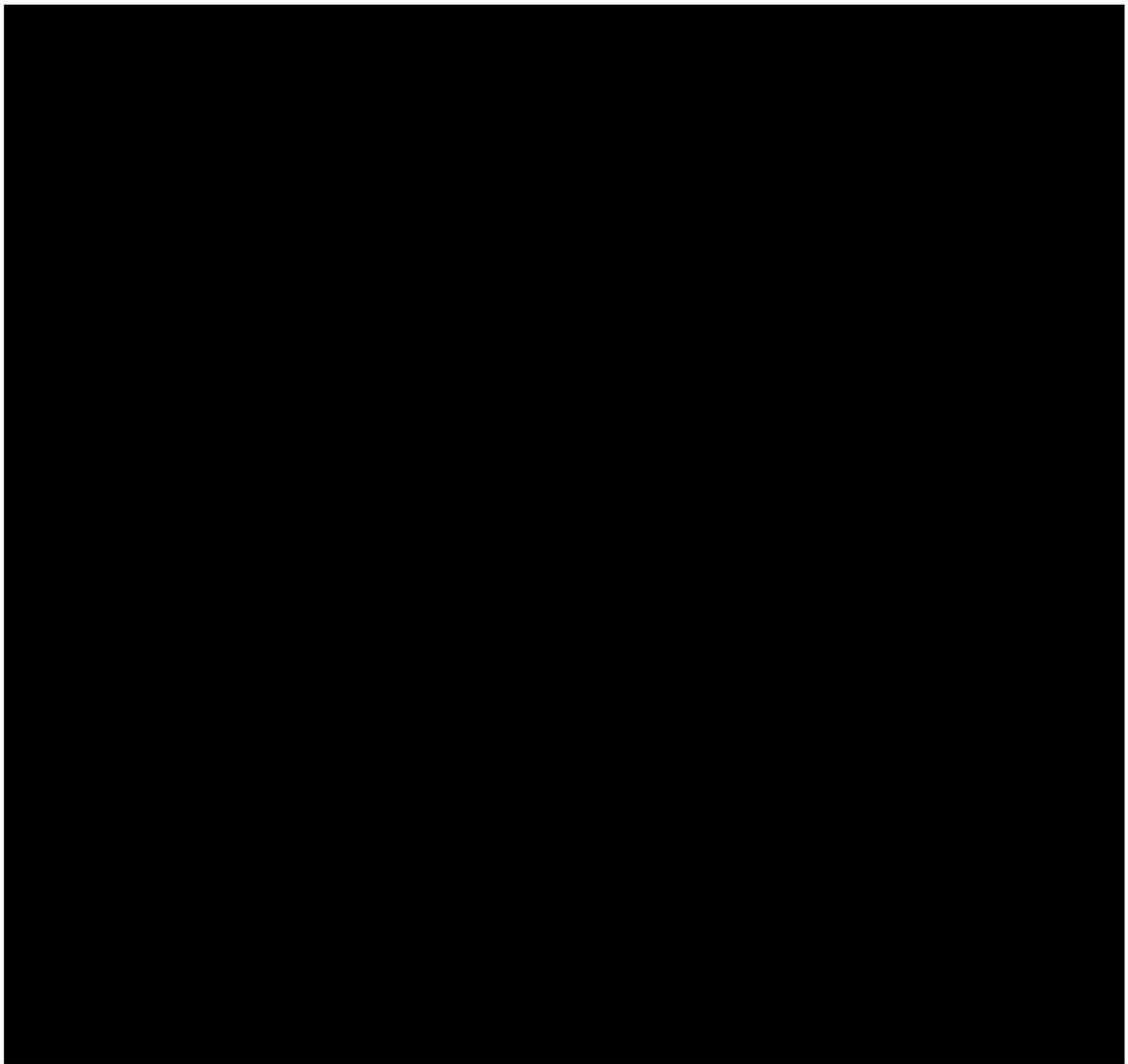


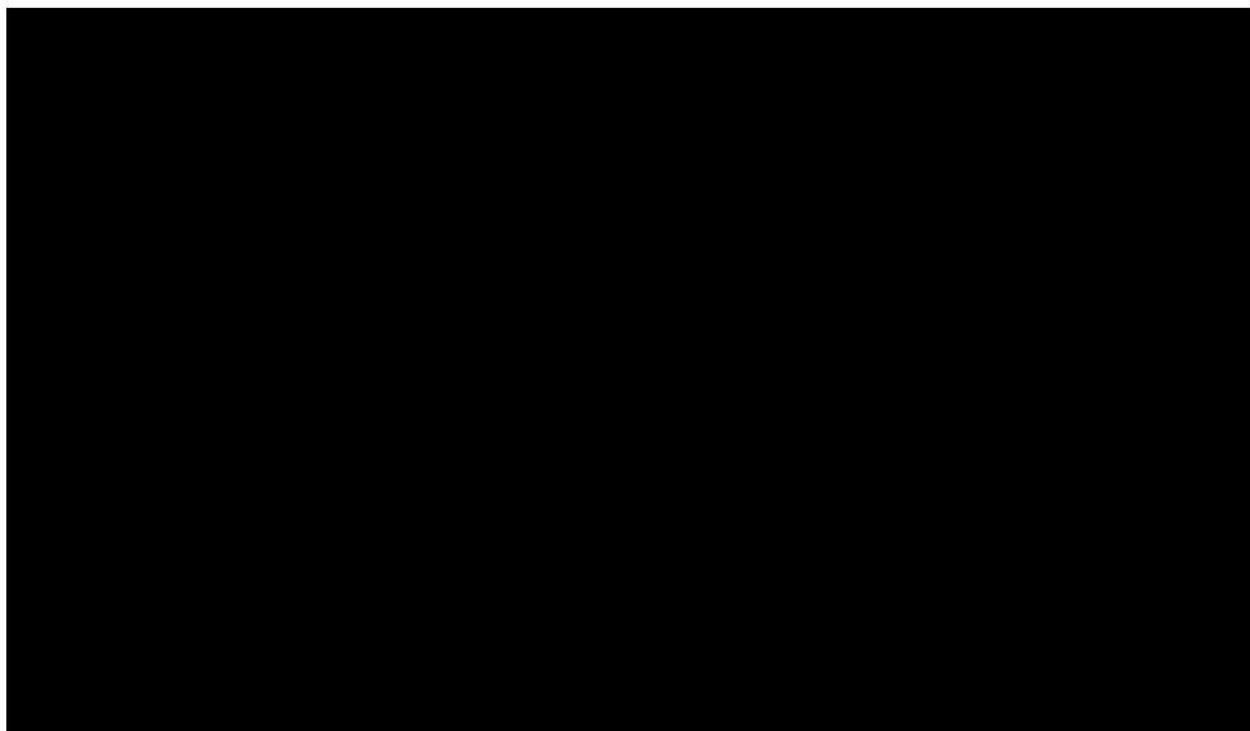


Is there anybody who can help us with information about this matter? If so, please give their name(s) and contact details.



## **5 Confidentiality**





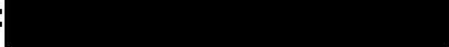
## 6. Additional Help

Complaints must be submitted in writing. This includes fax and electronic submissions. However, in line with the Disability Discrimination Act 2000, we can make reasonable adjustments to assist you if you have a disability that prevents you from making your complaint in writing.

If you need any support in completing this form, please let us know as soon as possible (see contact details below)

### Please sign and date this form

Signature: . . .  . . .

Print full name:  . . .

Date: . . 2<sup>nd</sup> June 2010. . .

*Please send the completed form to Robert Sheppard, Head of Governance Services, at:*

Kensington Town Hall  
Hornton Street  
Kensington  
London W8 7NX

Telephone:   
Fax:   
Email: [robert.sheppard@rbkc.gov.uk](mailto:robert.sheppard@rbkc.gov.uk)

**Cllr-Blakeman**

**From:** Muchmore, Ann: HHASC-Housing  
**Sent:** 11 June 2010 13:50  
**To:** Cllr-Blakeman  
**Cc:** Sedgwick, Pam: HHASC-Housing  
**Subject:** FW: LWEMB

Dear Councillor Blakeman,

I was unaware of your request to keep your home address confidential. I was asked to respond to an enquiry from a resident who has been invited to join the EMB. Included in the questions was a request for a list of Board Members. The list was emailed to me by staff at the Lancaster West Estate office. I shall contact them to ensure they are aware of your request.

I apologise for any inconvenience caused.

Kind regards,

Ann Muchmore

**From:** Judith Blakeman [REDACTED]  
**Sent:** 11 June 2010 12:49  
**To:** Muchmore, Ann: HHASC-Housing  
**Cc:** Sedgwick, Pam: HHASC-Housing  
**Subject:** Fw: LWEMB

Dear Ms. Muchmore

I am wondering why my home address rather than the Town Hall address is included in this database?

I did ask for board agenda etc. to be sent to my home address, but did not ask that it be made public.

Cllr. Judith Blakeman

----- Original Message -----

**From:** Ann.Muchmore@rbkc.gov.uk  
**To:** [REDACTED]  
**Cc:** Pam.Sedgwick@rbkc.gov.uk  
**Sent:** Wednesday, June 09, 2010 11:33 AM  
**Subject:** FW: LWEMB

Dear Mr. Hevera,

Thank you for your email of 4<sup>th</sup> June.

I have responded to your enquiries in corresponding order, and hope you find this satisfactory.

#### **1. What is the purpose of LWEMB**

The objectives of the LWEMB are set out in the Modular Management Agreement and are:

21/06/2010



- (a) To carry out the activity of providing housing and any associated amenities on the Lancaster West Estate on behalf of the Royal Borough of Kensington & Chelsea;
- (b) to provide effective management and maintenance of the estate and improve housing conditions;
- (c) to involve the community in decisions made about the estate and so foster a community spirit.

## **2. What is it's legal relationship with KCTMO and RBKC?**

The EMB has a direct relationship with the Council governed by the Modular Management Agreement (MMA). There is no direct relationship between LWEMB and the TMO, however because the TMO is the Council's provider of management services the MMA between the Council and LWEMB reflects this and specifies that the TMO will provide services to the estate.

## **3. What is the Limited Co's Registration Number?**

The EMB is registered under the terms of the Industrial and Provident Societies Acts 1965-1978. The registration number is 2764BR

## **4. Who are its Directors, executives and members? And what is their role?**

I attach a list of current Board Members. The Members meet monthly to discuss any/all issues affecting the estate, for example repairs or anti-social behaviour. (We will forward you a copy of the Constitution if this would be useful.)

I hope you find this information helpful.

Yours sincerely,

Pam Sedgwick

Head of Partnerships and Performance

**Cllr-Blakeman**

**From:** Tony Ohara [tohara@kctmo.org.uk]  
**Sent:** 08 June 2010 14:12  
**To:** Cllr-Blakeman  
**Subject:** RE: Leisure Centre & North Kensington Academy

Hi Judith

It is rather sad that some members are attempting to use the EMB for their own aspirations as opposed to those of the residents.

I formally sent out the invitations regarding the AGM which has provoked a rage from Francis and fed back through Dougal to the point he is requesting that I circulate a letter to all residents inviting the entire Estate to the AGM – which logistically will be a nightmare to deal with the SGM is any sort of litmus test. I have attempted to point this out to him but “in one ear and out the other” springs to mind.

I have to say in nearly thirteen years of working exclusively in housing I have had to reconsider my thoughts with regards to “tenant-led” – it is far too troublesome with little satisfaction to be gained – I actually like going home thinking I have made a difference. Here I go home exhausted, bewildered and usually disappointed at the goings-on around us.

I will avoid any further contracts with TMO-type bodies in existence – it simply opens to the door to mania...

[REDACTED]

[REDACTED] think Laura had a real eye-opener (she telephoned me the day afterwards to enquire if I was ok as she had no idea the EMB could be as volatile) as to the behaviour of our residents. [REDACTED]

[REDACTED]

Such is life I suppose.  
Best regards

21/06/2010

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Mr T O'Hara  
Area Manager – Lancaster West Estate

t: [REDACTED]



w: [www.kctmo.org.uk](http://www.kctmo.org.uk)

a: Grenfell Tower, Grenfell Road, London, W11 1TQ

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**From:** Judith Blakeman [REDACTED]  
**Sent:** 08 June 2010 13:21  
**To:** Tony Ohara  
**Subject:** Re: Leisure Centre & North Kensington Academy

Dear Tony

Thanks for this. I have a meeting arranged with Laura Johnson following the EMB AGM to discuss how on earth things are to be taken forward. I have also mentioned the situation to the Leader of the Council, who undertook to raise them with the Cabinet Member responsible for Housing. I suspect your operational problems may now be time limited (apart from dealing with the individual difficult residents, of course!).

[REDACTED]

I feel really sad about Arvinda - I thought she did a superb job and was completely let down by some of the EMB members.

Judith.

----- Original Message -----

**From:** Tony Ohara  
**To:** 'Cllr. Blakeman@rbkc.gov.uk'  
**Sent:** Tuesday, June 08, 2010 11:36 AM  
**Subject:** RE: Leisure Centre & North Kensington Academy

Hi Judith

Sorry I haven't been in touch much – I've been run ragged dealing with a barrage of complaints about just how awful I am and then trying to educate our Interim Chair who thinks "it is not your right to issue instructions to staff" – who's is it then?

[REDACTED]

[REDACTED]

21/06/2010

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MET00040868\_0001

Hope the newly constituted Council keeping you engaged?

**Mr T O'Hara**  
**Area Manager – Lancaster West Estate**  
t: [REDACTED]



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a: Grenfell Tower, Grenfell Road, London, W11 1TQ  
Before printing, please check the "To" and "From" fields.

**From:** Cllr.Blakeman@rbkc.gov.uk [mailto:Cllr.Blakeman@rbkc.gov.uk]  
**Sent:** 08 June 2010 11:26  
**To:** Tony Ohara  
**Subject:** RE: Leisure Centre & North Kensington Academy

Well, at least he is happy with one person from the EMB staff!

I arrived late at the consultation last night as I had been at Safer Neighbourhood Panel and Teresa informed me that he had been there and had a huge rant and then left.

J

**From:** Tony Ohara [mailto:tohara@kctmo.org.uk]  
**Sent:** 08 June 2010 11:23  
**To:** 'Francis O'Connor'  
**Cc:** Cllr-Blakeman  
**Subject:** RE: Leisure Centre & North Kensington Academy

Dear Mr O'Connor

I am 100% sure that I was speaking with RBKC Press Office last week – at approximately 10.30am on Thursday 3 June, and the person I was speaking with is called Emma.

As you will appreciate the Borough often provide mail shots to residents without informing/providing copies to ourselves so I cannot provide any information pertaining to what has transpired.

I do have to say that I was surprised by the claims made against Victoria as she is very diligent in performing her duties and would have relayed to me any concerns over access.

If you need any further clarification please do not hesitate to contact me.  
Best regards

**Mr T O'Hara**  
**Area Manager – Lancaster West Estate**  
t: [REDACTED]

21/06/2010

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MET00040868\_0000





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a: Grenfell Tower, Grenfell Road, London, W11 1TQ

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**From:** Francis O'Connor [REDACTED]

**Sent:** 08 June 2010 02:02

**To:** Cllr.Blakeman@rbkc.gov.uk; Tony Ohara

**Cc:** Teresa Miles; Roslyn Sylvester; Keith Miles; Geraldine Lord; dougal steward

**Subject:** Re: Leisure Centre & North Kensington Academy

Dear Mr O'Hara,

I am very dismayed to hear that RBKC are alleging that Victoria refused access to the Council's delivery agents. I find it very hard to believe this as Victoria is, from my experience, intelligent articulate and highly conscientious. I think it highly unlikely that she would refuse access to agents of RBKC who had identified themselves as such, and I would not wish to see her scapegoated.

I have to say also that, having spoken to a variety of people from different parts of the estate, (eg Barandon, Hurstway, Grenfell, Verity, Clarendon, Camelford) I have found none with any knowledge of the consultation meetings or any recollection of having been leafleted. So the problem is not confined to Grenfell by any means.

I have heard also from Cllr Blakeman, to whom I copied our correspondence on this issue, that the leaflets were initially sent out with the RBKC newsletter which was delivered around the middle of last month. I suppose it is possible that a number of people, including myself, received leaflets at that time and have simply forgotten.

If that is so, it suggests that mid-May was too early for the mailshot and it really needed to happen in the same week as the events that it advertised. Are you completely sure that RBKC Press Office contacted you last week, and not the previous week? I want to be sure of the facts before I go making accusations against them.

I want to try and negotiate better arrangements for future consultations with RBKC Media and Communications. I feel very strongly that there should be a prominent role for the EMB as a stakeholder organisation (EG the EMB might host public meetings for the benefit of LW residents). As soon as I'm sure of the facts I intend to write to RBKC raising these issues.

Respectfully,

Francis O'Connor

----- Original Message -----

**From:** Tony Ohara

**To:** 'Francis O'Connor'

**Cc:** Teresa Miles ; Roslyn Sylvester ; Keith Miles ; Geraldine Lord ; dougal steward

**Sent:** Monday, June 07, 2010 3:48 PM

**Subject:** RE: Leisure Centre & North Kensington Academy

Dear Mr O'Connor

I endeavour to respond to all correspondence as soon as I am able.

On checking into the matter further the RBKC Press Office indicated that Victoria

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Marcos (naming her personally) had refused access to the deliveries team but I am unable to verify this until her return from [REDACTED]

I cannot for one minute think of a reason why she would do so but as stated above it will have to wait on her return to the Office.

On receiving a call from RBKC I had arranged access within the hour for the circulation of the material in question. I trust this information is of some use.

Best regards


Mr T O'Hara  
Area Manager – Lancaster West Estate

t: [REDACTED]



w: [www.kctmo.org.uk](http://www.kctmo.org.uk)

a: Grenfell Tower, Grenfell Road, London, W11 1TQ

 Park building, 2nd floor, 2nd floor, 2nd floor

**From:** Francis O'Connor [REDACTED]

**Sent:** 07 June 2010 15:38

**To:** Tony Ohara

**Cc:** Teresa Miles; Roslyn Sylvester; Keith Miles; Geraldine Lord; dougal steward

**Subject:** Re: Leisure Centre & North Kensington Academy

Dear Mr O'Hara,

Thank you for your very prompt response.

You say that RBKC contacted you last week "regarding access for a consultation document to be hand delivered to all residents of Grenfell Tower". This is very interesting. I attended one of the drop-in sessions on Thursday last week and complained to RBKC officers that neither I, nor any of my neighbours in [REDACTED] had been notified of the consultation arrangements. In response I was told that RBKC had engaged a private company to hand deliver the notices locally, and that their agents had attempted delivery to Grenfell Tower but had been refused access by EMB staff. I must say I do not believe this, as I am quite sure that EMB staff would have no hesitation in allowing access to persons identifying themselves as agents of RBKC. I am sure also that when formally asked to assist you also offered the same assurance to the RBKC Press Officer who contacted you.

I have a strong suspicion that these notices were not delivered to any part of Lancaster West Estate, but of course I can't at present be completely sure of this, nor of the reasons for the failure. I have copied this correspondence to all Board members whose contact details are known to me. Perhaps some feedback from a few of them might help to clarify the question of whether any parts of LW were leafleted?

I intend to write myself to the RBKC Press Office and to take my complaint up also with whatever senior Officers and/or Councillors are responsible for the consultation and the regeneration plans.

I should apologise before I finish that the information I gave you in my original message about the encroachment of the regeneration zone in the Grenfell Tower area was incomplete and therefore misleading. The red demarcation line on the RBKC map actually encroaches right up to the very edge of Grenfell Tower on all sides, and leaves no open space at all around Grenfell. If you visit the RBKC webpage that I directed you to earlier, you will see at the bottom of the page a link to a downloadable document called "our leaflet". This leaflet carries a copy of the map:



<http://www.rbkc.gov.uk/newsroom/councilstatements/newleisurecentre.aspx>

Sincerely,

Francis O'Connor

----- Original Message -----

**From:** Tony Ohara

**To:** 'Francis O'Connor'

**Cc:** Roslyn Sylvester ; Keith Miles ; dougal steward ; Geraldine Lord ; Teresa Miles

**Sent:** Monday, June 07, 2010 10:33 AM

**Subject:** RE: Leisure Centre & North Kensington Academy

Dear Mr O'Connor

The only direct involvement I have had personally with the proposed regeneration of the carpark/leisure centre was on 6 November 2009 when I was asked to attend a public meeting at the leisure centre being held by RBKC in the event residents had housing management queries.

I was contacted by the Press Office of RBKC last week regarding access for a consultation document to be hand delivered to all residents of Grenfell Tower – I have not seen the document for myself or know the details of the consultation process.

To date this is all the involvement I have had with the regeneration proposals.

Best regards

Mr T O'Hara


Area Manager – Lancaster West Estate

t: [REDACTED]



w: [www.kctmo.org.uk](http://www.kctmo.org.uk)

a: Grenfell Tower, Grenfell Road, London, W11 1TQ

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**From:** Francis O'Connor [REDACTED]

**Sent:** 07 June 2010 03:56

**To:** Tony Ohara

**Cc:** Roslyn Sylvester; Keith Miles; dougal steward; Geraldine Lord; Teresa Miles

**Subject:** Leisure Centre & North Kensington Academy

Dear Mr O'Hara,

You may have heard that RBKC are pushing ahead with plans to redevelop the Kensington Leisure Centre and build a new Academy on the carpark site for about 1200 pupils. Last week they began the first stage of consultations with some drop-in sessions at the Leisure Centre. Please check out these links:

<http://www.rbkc.gov.uk/newsroom/councilstatements/newleisurecentre.aspx>

<http://www.rbkc.gov.uk/howwegovern/keydecisions/decision.asp?DecisionID=3308>

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I am writing to you now to ask if RBKC have made any contact with you in connection with all this. I suspect they have not, and this is a source of considerable concern to me. I also have a strong suspicion that RBKC have failed to inform the residents here of the consultation process. Clearly approaches should have been made to the residents individually, and also to the the EMB, as this development will certainly impact

Lancaster West in a number of ways. The residents of Grenfell Tower will be seriously affected as the open space around Grenfell is threatened. Indeed the map of the proposed development site, which the Council have already published, encroaches into the areas adjacent to the Community Rooms and the playground.

I know that several Board members are aware of what's going on and are very concerned. I would greatly appreciate any feedback you can give me regarding information, or lack of information, received by you on this subject.

Sincerely,

Francis O'Connor

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*[Faint, illegible text]*

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*[Faint, illegible text]*

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⑤ 0.98767    ⑥ 0.98762    ⑦ 0.98768    ⑧ 0.98761

⑨ 0.98769    ⑩ 0.98760

答: 与 0.98765 最接近的数是 \_\_\_\_\_, 差是 \_\_\_\_\_。

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Wednesday 09 June 2010

LWEMB – AGENDA

- 1 Ayo Sobowale, Project Manager Capitol Works – Boiler Replacement Programme

- 2 Repairs – SLA

Voids not in c!

- 3 Pricing of EMB Rooms/Resource Centre

Proper admin system

- 4 Preparation for AGM

- 5 Staff Conference

- 6 Opening Hours

- 7 AOB

House 1 Safe store  
boiler

House 2 Greench Tower

House 3 Replaced  
last yr

mtg with residents  
leaseholders with

pay - every day with

individual people

have own accounts

Billing? Individual?

Isr with 7th council  
(6 July RA mtg)

2 mtgs - 3 or 1.





## LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENELL TOWER LONDON W11 1TQ

T  
F

D: 04 June 2010

Dear Member

### Notice of Annual General Meeting Lancaster West Management Association

I have the pleasure in inviting you to this year's EMB Annual General Meeting and enclose a Board Member nomination form for election to the Estate Management Board.

The meeting will be held in the Terrence Higgins Trust, Lighthouse West London, 111-117 Lancaster Road, Ladbroke Grove, London W11 1 QT on Tuesday 29 June 2010 and will commence at 6.00pm sharp.

Please bring this letter with you as proof of membership as only registered EMB members are entitled to participate and vote at the meeting.

At the AGM the following business will be transacted:

- 1 Approval of the minutes of the AGM held on 1 September 2009.
- 2 Receipt of the accounts and balance sheet and report of the Auditor.
- 3 The election of Board Members.
- 4 The appointment of an Auditor.
- 5 Any other business

Only the business stated above will be conducted at the AGM and the meeting will not consider matters which are personal to you concerning your own home or block.

An Agenda for the AGM and a copy of the AGM minutes will be circulated two weeks prior to 29 June 2010.

It would be most helpful if you could let me know if you will be attending the AGM. If you could contact Tony O'Hara, Area Manager Lancaster West on [REDACTED] to confirm attendance I would be grateful.

Yours sincerely

A handwritten signature in black ink, appearing to be 'PPAS' or similar, written over a circular stamp.

Dougal Steward

Interim Chair Lancaster West Estate Management Board



## LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LONDON W11 1TQ

A meeting of the **Lancaster West Estate Management Board** will be held on **Thursday, 13 May 2010 at 5.30pm** in the **EMB Community Rooms, Lancaster West Estate, London W11**.

Apologies (please telephone [REDACTED])

### For Discussion/Decision

- 1 Welcome & apologies for absence
- 2 Declarations of interest
- 3 Minutes of the Board meeting held on 09 February 2010 ENC1
- 4 Matters arising
- 5 Minutes of the Special General Meeting held on 13 April 2010 ENC2
- 6 Key performance information at 31 March 2010
- 7 LWEMB Accounts
- 8 Draft letter to Mr O'Connor regarding queries relating to Arvinda Gohil
- 9 Annual General Meeting
- 10 Election of new Chair
- 11 AOB

Date of next meeting:

## **Lancaster West Estate Management Board**

### **Minutes of the Board meeting held on Tuesday 9<sup>th</sup> February 2010**

**Present:** Arvinda Gohil - Chair  
Dougal Steward - Vice Chair  
Christine Richer – Board Member  
Bekie Mpofu – Board Member  
Tim Fairhurst – Board Member  
Judith Blakeman – Councillor & LA nominee  
Rosylyn Sylvester – Treasurer  
Keith Miles – Board Member (part of the meeting)

**In Attendance:** Tony O'Hara – Area Manager  
Pam Sedgwick - RBKC

**Apologies:** Geraldine Lord – Board Member

The meeting discussed only one item as agreed. To review the discussions that took place at the Strategy Day held on 4<sup>th</sup> February 2010.

The recommendation at the end of the Strategy Day was to call a Special General Meeting of the Lancaster West Estate membership and recommend the following resolution:

'That the Lancaster West Estate Management Association ends the Management Agreement with the Royal Borough of Kensington & Chelsea and the management of the estate is transferred to the Kensington & Chelsea Tenant Management Organisation'

The Chair asked that the meeting formally consider the resolution and make a firm recommendation to a Special General Meeting. She requested that members share their thoughts and reflections since the away day before a final decision is reached.

All of the people present at the meeting (except Bekie and Keith) were present at the Strategy Day and therefore had considered the pros and cons of the situation in some detail.

However some members felt that they should have had more time to consider the gravity of the situation. The Chair reminded members that these issues had been discussed several times at Board meetings in the past few months. The main issues were considered again and all members were asked to express a view.

The key issues were summed up in the paper that was circulated following the Strategy Day and was part of the notification for this meeting:

- Lack of interest from other residents on the estate to join the Board

- Financial situation especially in light of the fees payable to the TMO for services provided
- Projections on the reserves of the EMB especially if the TMO asserts payment of outstanding fees
- Staffing costs
- Key performance Indicators and comparisons with the TMO
- Capacity of the Board to manage without the external co-optees

The Chair summarised the situation facing the Board and each member of the Board was given an opportunity to share their views. Following this the resolution was put to the vote. The result was:

5 votes in favour of the resolution  
1 abstention.

The resolution was therefore carried and it was agreed to call a Special General meeting on the 13 April at 5.30 pm. Notification will be provided to all members and a presentation will be made by the Chair, a representative of the TMO and the Borough.

Members of the Estate will be given an opportunity to contact the Chair for further information and discussion before the SGM.



**LANCASTER WEST**  
**ESTATE MANAGEMENT ASSOCIATION LIMITED**  
**MINUTES OF THE SPECIAL GENERAL MEETING**  
**HELD ON TUESDAY 13<sup>TH</sup> APRIL 2010**

- 1) The meeting was attended by over 100 members and other residents, whose names were recorded on a list of attendees.
- 2) Ms Arvinda Gohil, Chair of the Estate Management Board, welcomed everyone to the meeting and introduced Keith Holloway, Interim Director of Customer Services at Kensington and Chelsea Tenant Management Organisation (KCTMO), and Laura Johnson, Head of Housing at the Royal Borough of Kensington and Chelsea.
- 3) Mr O'Connor challenged the Chair, claiming that she had not been properly appointed by the Board, but the meeting consented to the Chair continuing to chair the meeting.
- 4) Ms Gohil explained that the meeting had been called to hear presentations from Mr Holloway, Ms Johnson and herself and then vote on whether the Estate Management Association should end its management agreement with the Council with a view to housing management for the Lancaster West Estate being passed to KCTMO.
- 4) On a proposal from the floor it was **RESOLVED** not to hear the presentations but move immediately to vote on the following resolution contained in the notice of the meeting:  
  
"That the Lancaster West Estate Management Association ends the Management Agreement with the Royal Borough of Kensington and Chelsea and management of the estate is transferred to The Royal Borough of Kensington and Chelsea Tenant Management Organisation."
- 5) Voting by a show of hands, the meeting **RESOLVED** by a large majority not to pass the resolution.
- 6) The meeting then adjourned for a few minutes while those who wished to left the meeting.
- 7) The meeting then heard presentations from Arvinda Gohil, Keith Holloway and Laura Johnson, explaining the financial position of Lancaster West and the problems it had had in recruiting an effective Board.
- 8) A number of residents raised questions, particularly about the repairs service, some reporting that repairs provided through KCTMO's contractors had taken a long time to complete, or maintenance workers had attended without basic tools such as a stepladder or a torch. Keith Holloway took details of the complaints to be followed up with the maintenance contractor.

- 9) Concerns were also raised that two members of staff from the estate had been moved to KCTMO's Customer Service Centre. When trying to report repairs at the estate office, residents had been asked to call the Customer Service Centre but had found it difficult to get through. It was explained that it was intended that in the future staff at the estate office would be able to enter repairs requests directly on the computer system, but this was not possible at the moment. However, repairs should still be able to be reported at the estate office.
- 10) Some residents asked whether it would be possible for the Association to employ its own contractors rather than have to use the TMO's. Clarification was also sought on the handyman service, as some residents were unclear as to what repairs they were qualified to carry out.
- 11) The Chair then thanked everyone for attending and closed the meeting.

Notes of the meeting of the Lancaster West Estate Management Board held on Thursday 13 <sup>May</sup>~~April~~ 2010 at 5.30pm

Present: Arvinda Gohil – Chair

Geraldine Lord

Judith Blakeman – Councillor

Teresa Miles – Secretary

Dougal Steward - Vice Chair

Christine Richer

Roslyn Sylvester – Treasurer

In attendance: Adelola Dairo - Senior Estates Officer

Tony O'Hara - Area Manager LWEMB

Observers: Laura Johnson – Chief Housing Officer RBKC

Alasdair Manson – Assistant Director of Neighbourhood

Apologies: Keith Miles

Tim Fairhurst

Bekie Mpofu

Absent: Cllr Hanham

Cllr Palmer

---

Pre-commencement of meeting DS requested that AG leave the meeting [REDACTED]

[REDACTED] This was repeated on at least three occasions and DS further stated that [REDACTED]

CR stated that [REDACTED]

AG informed the meeting that it was her intention to advise the Board of the current state of play before moving on from the Chair.

JB stated that the [REDACTED] AG had fulfilled her role as Chair very well and had done what was needed as per her brief.

AG stated that she was Chair and would continue to Chair the meeting until item 11 on the Agenda.

AG stated that the meeting was not quorate and what follows is a note of the recommended decisions for the Board to agree and endorse.

TM stated that she would be unable to take minutes as the Secretary as it was impossible to take notes and be involved in the meeting at the same time. AG pointed out that TO'H had always taken minutes and at the same time contributed to the meetings and would do so again.

1.0 Welcome and apologies.

1.1 As above.

2.0 Declarations of interest.

2.1 None noted.

3.0 Minutes of Board meeting held on 09 February 2010.

3.1 Accepted and to be signed by New Chair when meeting quorate.

4.0 Matters Arising:

4.1 TM stated that she still did not know what had occurred at the Strategy Away Day for the Board and further stated that in previous years copies Minutes of Board meetings were retained in RA filing system for easy access by Board Members.

AG requested that TO'H supply copies of said documents to TM.

5.0 Minutes of SGM held on 13 April 2010.

5.1 Accepted however GL wanted it stated that some people abstained from voting due to a lack of information and being unable to hear over the general noise of the public meeting.

5.2 DS stated that the minutes were not complete as there was no information relating to the attendees. AD informed DS that due to the numbers attending the meeting it was impossible to capture all the names and addresses. GL/JB stated that people were in attendance who were not members of the EMB – DS stated that this was not the case. DS requested that AD leave the meeting and collect the list of names from the Estate Office. AD did this and presented copies of the names to the Board and DS said this was the wrong list as he had asked for the membership list of the EMB. AG informed the Board that once a quorate number had been achieved it was best practice to start the meeting regardless of whether or not all names were captured at the time.



6.0 KPI information as of 31 March 2010.

6.1 TO'H presented graphs relating to Rent Arrears, Voids and Repairs.

During the presentation of Rent Arrears performance CR interrupted TO'H asking "What is it exactly you do on the estate Mr O'Hara?"

During the presentation of Repairs performance when TO'H was pointing out the quite dramatic improvement in performance since January/February which could be correlated to the new Morrisons Contract and the transfer of two administration staff to the Call Centre he was interrupted by DS and [REDACTED]

6.2 TO'H finally presented performance information relating to OCS on the Estate and all deep cleans were on target.

CR wanted to know why the walkway at Hurstway Walk isn't cleaned on a Saturday. GL stated that it was but CR insisted it wasn't. TO'H explained that OCS do not have to man specific numbers within the contract as long as each task is completed however TO'H would look into the matter and feedback to the Board.

7.0 LWEMB Accounts

7.1 TO'H went on to present the accounts and stated that the accountant required information relating to:

- 1 Bank statement 112 (17.02.2009 – 16.03.2009)
- 2 Cheque details 100157 – 100188 inclusive and information relating to four deposits.
- 3 Invoices showing £300.51 to 31 Dec 2008
- 4 Invoices showing £1,216.93 to Dec 2009

TO'H further stated that he was unable to find this information in the Office whereby DS stated "Don't be ridiculous" and TO'H reiterated that none of the information relating to the accounts was where it should be and he was hopeful, despite a number of requests to KM, that they had been moved to the LWRA Office. DS demanded to know why TO'H had mismanaged the information to which TO'H responded that the files had been moved during his five week absence from the Office and he could not realistically know where or who had moved them but he was endeavouring to do so.

CR stated that she had never seen information relating to accounts previously. AG, GL and JB stated that this information had been presented at previous meetings and CR was mistaken.

8.0 Draft letter to Mr F O'Connor regarding queries relating to Arvinda Gohil.

8.1 AG stated that it was inappropriate of AG or TO'H to respond to this query and it should be responded to by the selection committee or the new Chair when selected. DS wanted to know who had selected AG and who had agreed upon fees to be paid to AG. JB stated that the Board had not had quorate meetings and it was decided to bring in a professional Chair. JB stated that professional means paid. RS and JB checked DS for his continued hostility towards AG.

#### 9.0 Annual General Meeting

9.1 AG stated that she had assumed that LWEMB financial year runs from April to March in line with RBKC and KCTMO and therefore last years AGM was held in August. It has since come to light that the LWEMB financial year runs from October to September and AGM should be arranged sooner rather than later. The date agreed upon was 29 June 2010 and the Secretary charged with finding a suitable venue.

#### 10.0 Election of new Chair

1.1 DS was elected to the Chair on an Interim basis until the next AGM.

Three votes for DS

One against

One abstention - GL/RS requested that they wished it to be recorded that they thought DS election inappropriate.

#### 11.0 AOB

1 GL circulated information regarding a meeting held with K Mann of PEP.

2 JB queried who had placed Conservative Posters in the Notice Boards. [REDACTED]

3 CR queried the status of the fire and the ventilation system within Grenfell Tower. TO'H explained that the system is serviced regularly and a repair had been ordered but the fire occurred before the repair was completed. TO'H informed the Board he had liaised with KCTMO H&S and had been informed that a full inspection had been carried out by Engineers and London Fire Brigade. TO'H was reviewing the re-cycling procedures within the Tower as these bags had been used to cause the fire.

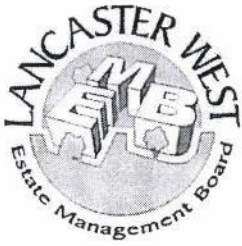
4 DS/CR queried reception cover stating that Victoria Marcos was never available and spent all her time upstairs. GL stated this was not the case and every time she called to reception Victoria was present. DS stated this was not the case. TO'H/AD stated that Victoria had been on training for four days but manned reception every time the Office was open. This was again denied by CR and DS.

5 CR queried the usage of the EMB Rooms. TO'H stated that he had authorised the let of room 1 to the insulation company for a rate of £70 per week and room 2 to RGE (Electrical contractor) for a rate of £100 per week to increase LWEMB coffers.

6 DS asked why TO'H had suspended the Community Payback Team. TO'H explained that he was waiting upon the meeting to authorise the spend as the previous year's money was financed from the Repairs underspend. The Board decide to fund the Community Payback Team from the rental monies received from the EMB Rooms.

7 Votes for the EMB. It was noted that two Board members voted against the EMB.

The meeting ended.



# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENELL TOWER LONDON W11 1TQ

A meeting of the **Lancaster West Estate Management Board** will be held on **Thursday, 13 May 2010 at 5.30pm** in the **EMB Community Rooms, Lancaster West Estate, London W11.**

Apologies (please telephone [REDACTED])

## For Discussion/Decision

- 1 Welcome & apologies for absence
- 2 Declarations of interest
- 3 Minutes of the Board meeting held on 09 February 2010 ENC1
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- 6 Key performance information at 31 March 2010
- 7 LWEMB Accounts
- 8 Draft letter to Mr O'Connor regarding queries relating to Arvinda Gohil
- 9 Annual General Meeting
- 10 Election of new Chair *29 June*
- 11 AOB *Original 3-7-1*

Date of next meeting:



## **Lancaster West Estate Management Board**

### **Minutes of the Board meeting held on Tuesday 9<sup>th</sup> February 2010**

**Present:** Arvinda Gohil - Chair  
Dougal Steward - Vice Chair  
Christine Richer – Board Member  
Bekie Mpofu – Board Member  
Tim Fairhurst – Board Member  
Judith Blakeman – Councillor & LA nominee  
Rosylyn Sylvester – Treasurer  
Keith Miles – Board Member (part of the meeting)

**In Attendance:** Tony O'Hara – Area Manager  
Pam Sedgwick - RBKC

**Apologies:** Geraldine Lord – Board Member

The meeting discussed only one item as agreed. To review the discussions that took place at the Strategy Day held on 4<sup>th</sup> February 2010.

The recommendation at the end of the Strategy Day was to call a Special General Meeting of the Lancaster West Estate membership and recommend the following resolution:

'That the Lancaster West Estate Management Association ends the Management Agreement with the Royal Borough of Kensington & Chelsea and the management of the estate is transferred to the Kensington & Chelsea Tenant Management Organisation'

The Chair asked that the meeting formally consider the resolution and make a firm recommendation to a Special General Meeting. She requested that members share their thoughts and reflections since the away day before a final decision is reached.

All of the people present at the meeting (except Bekie and Keith) were present at the Strategy Day and therefore had considered the pros and cons of the situation in some detail.

However some members felt that they should have had more time to consider the gravity of the situation. The Chair reminded members that these issues had been discussed several times at Board meetings in the past few months. The main issues were considered again and all members were asked to express a view.

The key issues were summed up in the paper that was circulated following the Strategy Day and was part of the notification for this meeting:

- Lack of interest from other residents on the estate to join the Board

- Financial situation especially in light of the fees payable to the TMO for services provided
- Projections on the reserves of the EMB especially if the TMO asserts payment of outstanding fees
- Staffing costs
- Key performance Indicators and comparisons with the TMO
- Capacity of the Board to manage without the external co-optees

The Chair summarised the situation facing the Board and each member of the Board was given an opportunity to share their views. Following this the resolution was put to the vote. The result was:

5 votes in favour of the resolution  
1 abstention.

The resolution was therefore carried and it was agreed to call a Special General meeting on the 13 April at 5.30 pm. Notification will be provided to all members and a presentation will be made by the Chair, a representative of the TMO and the Borough.

Members of the Estate will be given an opportunity to contact the Chair for further information and discussion before the SGM.

**LANCASTER WEST**  
**ESTATE MANAGEMENT ASSOCIATION LIMITED**  
**MINUTES OF THE SPECIAL GENERAL MEETING**  
**HELD ON TUESDAY 13<sup>TH</sup> APRIL 2010**

- 1) The meeting was attended by over 100 members and other residents, whose names were recorded on a list of attendees.
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- 3) Mr O'Connor challenged the Chair, claiming that she had not been properly appointed by the Board, but the meeting consented to the Chair continuing to chair the meeting.
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- 4) On a proposal from the floor it was **RESOLVED** not to hear the presentations but move immediately to vote on the following resolution contained in the notice of the meeting:  
  
"That the Lancaster West Estate Management Association ends the Management Agreement with the Royal Borough of Kensington and Chelsea and management of the estate is transferred to The Royal Borough of Kensington and Chelsea Tenant Management Organisation."  
  
*and Arvinda  
Gohil who  
could not  
hear the discussion*
- 5) Voting by a show of hands, the meeting **RESOLVED** by a large majority not to pass the resolution.
- 6) The meeting then adjourned for a few minutes while those who wished to left the meeting.
- 7) The meeting then heard presentations from Arvinda Gohil, Keith Holloway and Laura Johnson, explaining the financial position of Lancaster West and the problems it had had in recruiting an effective Board.
- 8) A number of residents raised questions, particularly about the repairs service, some reporting that repairs provided through KCTMO's contractors had taken a long time to complete, or maintenance workers had attended without basic tools such as a stepladder or a torch. Keith Holloway took details of the complaints to be followed up with the maintenance contractor.



- 9) Concerns were also raised that two members of staff from the estate had been moved to KCTMO's Customer Service Centre. When trying to report repairs at the estate office, residents had been asked to call the Customer Service Centre but had found it difficult to get through. It was explained that it was intended that in the future staff at the estate office would be able to enter repairs requests directly on the computer system, but this was not possible at the moment. However, repairs should still be able to be reported at the estate office.
- 10) Some residents asked whether it would be possible for the Association to employ its own contractors rather than have to use the TMO's. Clarification was also sought on the handyman service, as some residents were unclear as to what repairs they were qualified to carry out.
- 11) The Chair then thanked everyone for attending and closed the meeting.



## **KENSINGTON AND CHELSEA TMO**

### **COMMUNAL HEATING FEASIBILITY STUDIES (INCLUDING LANCASTER WEST ESTATE)**

#### **PROGRESS UPDATE**

#### **1 INTRODUCTION**

- 1.1 The Lancaster West Estates (Stages 1 and 3) are among a group of five estates with large communal heating schemes which are considered to be particularly in need of work to improve energy efficiency and reliability. A feasibility study is being carried out on these estates to establish what is required and the priorities and likely estimated cost.
- 1.2 There are considerable future pressures on HRA Capital Programme Funding and the TMO will need to prioritise work very carefully in future years.

#### **2 BACKGROUND**

- 2.1 In January 2007 the TMO sought tenders from four consultants to carry out feasibility studies on the communal heating systems on the following estates
  - Warwick Road;
  - Lancaster West Stage 1 including Grenfell Tower;
  - Lancaster West Stage 3;
  - Swinbrook (Acklam Road) and;
  - Cremorne
- 2.2 In view of the anticipated reduction in available funding in future years, officers considered that one final report for all 5 estates would be more beneficial as it would help in indicating the relative priorities between the different estates and systems.
- 2.3 The brief stated that the Feasibility Report for all the estates was required within 8 weeks of commencement of the study. In March 2007 during the tender analysis period Edward Pearce & partners advised that they would require a 4 week lead in period and 10 weeks to complete the studies.
- 2.4 In April 2007 Edward Pearce & Partners were selected to carry out the feasibility studies. Following further discussions with the consultant after appointment it was realised that resourcing problems would make it difficult for the consultant to complete the surveys and reports within the timescale in the brief. It was agreed that only one pair of engineers should be used to carry out all the site survey work as this would provide greater consistency.
- 2.5 Whilst surveys were being carried out it was found that data gathering and access to dwellings was more difficult than anticipated. This delayed issue of the draft reports.

### **3 CURRENT POSITION**

- 3.1 Draft reports on all 5 estates have been received; the last one arrived on 31 October. Officers have considered and commented on 3 of them including Lancaster West Stages 1 and 3. The remaining comments will be issued to the consultant by 14 November 2007.
- 3.2 The TMO has requested that the consultant should, when producing the final report, provide further information on a number of issues including:-
- Energy consumption of the existing systems and the reductions that could be achieved;
  - The potential for and costs of providing an enhanced level of environmental sustainability by installing new systems with levels of energy efficiency well above the current building regulations standard.
- 3.3 Further discussion and meetings with Edward Pearce and Partners will be needed to ensure that the final report provides the information required to plan and prioritise future investment in the heating systems on these estates. It is intended that these will take place after the consultant has had sufficient time to consider and respond to the TMO's comments on the final two reports. This is likely to be in either week commencing 26<sup>th</sup> November or 3<sup>rd</sup> December 2007. The Consultant will then need about 2 weeks to finalise and issue their report.
- 3.4 The final prioritisation decisions will be influenced by
- The funding available;
  - The current level of heating provided on each estate;
  - The reliability of the heating system on each estate; and
  - Energy efficiency

### **4 CONCLUSION**

- 4.1 Assuming the TMO has no outstanding concerns, the finalised report will be available to assist in the prioritisation of works in January 2008.

Notes from Meeting held with Keith Mann PEP held 26<sup>th</sup> April 2010

- Ask RBKC to clarify their concerns in writing.
- Make a shopping list of changes to be made.
- Ask for help and support from RBKC to make these changes.
- All EMB members should read and be making reference to Constitution and Management Agreement.
- EMB should be run like a business.
- Need to be clear about finances. See accounts and set a budget.
- Council within their rights to monitor EMB and ask for organisation to be dissolved if it fails to deliver.
- EMB's usually take on role of Residents Association.



*Not authorised or sent.*

Dear Mr O'Connor,

I write in response to your e mail of 23<sup>rd</sup> April to Mr O'Hara. As I was involved in the appointment of Ms Gohil to the EMB over the months of May to August 2009 hopefully I can address your concerns. I think given the nature of the issues you raise it would not be appropriate for Mr O'Hara to comment.

My initial comment would be that Ms Gohil's appointment was not required by RBKC, the opportunity to appoint an experienced external chair to assist the organisation when no potential chair could be found from the remaining Board was discussed at a meeting with RBKC attended by myself and two other Board members in May 2009. This seemed to us the best way forward to secure the immediate future of the EMB and address issues about our continuing viability.

I and two other Board members interviewed Ms Gohil and one other candidate after RBKC approached agencies and helped us draw up a shortlist of candidates for the role.

After RBKC officers obtained legal advice on our behalf to the effect that Ms Gohil could be co-opted to the Board as a special advisor, in which role she would be able to be remunerated, she was duly co-opted in August 2009. If you have the minutes as you state then you will have the resolution which agreed this. As you rightly state this does not specifically refer to remuneration, and this is an oversight, however we were clear at the time that she would be appointed in a paid capacity and EMB and TMO officers were asked to arrange for her invoices to be processed.

Ms Gohil is effectively paid from reserves attributable to the management fee derived from the Housing Revenue Account and not from the EMB's own accounts.

I believe Mr O'Hara and others have addressed the issues around the arrangement of meetings and an AGM so I do not intend to comment further on that suffice to say that I believe that meetings are being arranged in a timely and orderly way.

Yours sincerely,

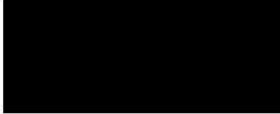




# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENELL TOWER LONDON W11 1TQ

Ms J Blakeman



T: [REDACTED]  
F: [REDACTED]  
E: [tohara@kctmo.org.uk](mailto:tohara@kctmo.org.uk)  
D: 21 April 2010

Dear Colleagues

The Lancaster West Estate held its last Annual General Meeting in September 2009. This was based on my understanding that the EMB was following the financial year followed by most organisations i.e. April to March. It has now transpired that the EMB financial year starts in October and therefore the AGM should take place no later than March of the following year.

I am therefore proposing the following course of action:

1. We hold a board meeting as planned on the 13 May 2010
2. The board elects a new chair at that meeting
3. The new chair then calls an AGM giving members the statutory notice required and sets the agenda for that meeting.

Please let me have your views on the above, no later than 27 April 2010.

With all good wishes

  
 Arvinda Gohil  
Interim Chair



# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENELL TOWER LONDON W11 1TQ

Councillor Judith Blakeman



T:

F:

D: 19 April 2010

Dear Board Colleague,

Members of the Lancaster West Estate Management Board

## Next Steps

Following the Special General meeting held last Tuesday, we need to agree next steps in order to ensure smooth transition and the continuation of effective services to residents on the estate.

I am therefore suggesting that we call a meeting of the Board as soon as possible and my advice in this regard would be that this should be after the General Election. The reason for this is that you need to continue to work with the Local Authority nominees on the Board as they are your main communication channel with the borough and they will be restricted from attending a meeting within the 'purdah' period.

I would therefore suggest that we meet on Thursday 13 May at 6 pm and consider the following items:

- Minutes of the last Meeting
- Minutes of the Special General Meeting
- Increasing the number of residents on the Board
- Election of a new chair for the Board

If you have any other items you would like on the agenda, or wish to discuss anything else, please do not hesitate to contact me.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Arvinda Gohil'.

Arvinda Gohil  
Interim Chair

The Chief Executive  
The Royal Borough of Kensington and Chelsea  
The Town Hall  
Hornton Street  
London W8 7NX

Mr F O'Connor

16 April 2010

Dear Sir,

I write to express serious concerns regarding recent multiple breaches of the rules of Lancaster West Estate Management Board, which have occurred with the active involvement or complicity of some Councillors and Senior Officers of the Royal Borough of Kensington and Chelsea. Following a period of internal crisis besetting the EMB, some members met with Pam Sedgwick, Housing Clientside Manager RBKC, and Laura Johnson, Chief Housing Officer RBKC, on 15 May 2010. At this meeting a decision was taken, at the insistence of the RBKC Officers, to appoint a Management Consultant as external Chair of LWEMB.

### **Appointment to LWEMB of external Chair by RBKC**

According to a statement issued by Arvinda Gohil, the notional interim Chair of Lancaster West EMB, she was 'appointed by the Council' to that position. Her appointment was supposedly intended to support the EMB in resolving 'governance difficulties'. However, there were so many irregularities and breaches of the rules involved in her appointment, and subsequent election, that her position is completely illegitimate and untenable.

Firstly, the Council has no authority to appoint a Chair to the EMB. This would involve a significant conflict of interest and would be entirely inappropriate. There is nothing in either the Lancaster West Management Agreement or the Constitution of the EMB that would allow this.

In circumstances involving 'failure to perform', the Council may appoint an advisor to the EMB, to assist in drawing up an 'improvement plan' and to mediate between EMB and RBKC during any remedial process. The rules and procedures governing such intervention are well described in the Management Agreement, and there are strong indications that this was the justification for Ms Gohil's appointment.

However, as a Council appointee and paid consultant, Ms Gohil is only eligible to sit on the EMB as an advisor, not as a Board member with voting rights, and certainly not eligible for election to the Chair. For these reasons Ms Gohil's appointment as Chair of the EMB is illegitimate.

### **Breach of EMB Rules regarding Election of Chair**

Because of the irregularity of her appointment it became necessary to contrive her election (as Chair) by ignoring the correct rules and procedures of the EMB election process. Thus, she was co-opted onto the board before the election of the Chair, so that she could be nominated for that post. This was against the rules.

The correct procedure is that the election of the Chair is always the first act of the Board following an AGM. It takes place before any other members (Councillors or Co-optees) have been appointed. The Board at that moment is comprised solely of members elected from the Management Association, and only these elected members are eligible to stand as candidates for the Chair.



For this reason also Ms Gohil's election as Chair was illegal and she has no legal authority in that position.

### **Irregularities Concerning Ms Gohil's Remuneration**

Ms Gohil is a paid consultant, and there are strong indications that she is paid by the EMB. This being so, one is entitled to ask who authorised such payment? It would be illegal without the consent of the Board, but there is no record in Board minutes of such authority being sought or given. This needs urgent investigation.

In any case, it is a fundamental rule of the EMB that no board member can be paid. Ms Gohil's status as Chair breaches this rule and is an affront to every Lancaster West resident who has volunteered to serve unpaid on the Board since its creation in 1992. The members of the current Board have breached the rules by appointing her as Chair and would have been doubly in breach if they had also approved funds to pay her.

There then remains the question of why, if she is a Council appointee, she is paid out of EMB funds at all. Could it be that officers of the Royal Borough have instructed a TMO employed Area Manager to make payments from EMB funds, without the consent of the EMB board? A full and proper explanation is needed from Ms Gohil, from the Area Manager, from the Council, and from any others involved in her appointment. This explanation is overdue.

### **Illegal Appointment of Co-optees to the Board**

At a Board Meeting on 1<sup>st</sup> December 2010 one local volunteer was rejected, while two unknown non-residents were approved for co-option to the Board, both on Ms Gohil's recommendation. The meeting was inquorate, as only one elected member was present. Under such circumstances the Board had no authority to appoint new members

### **Breach of Rules in Ordering Special General Meeting**

A Special General Meeting was ordered at a Board meeting held on 9th February 2010. This meeting was inquorate. There are currently just six board members elected from the Association, and only these elected members would have counted towards a quorum. Two of these were absent from the meeting, and a third arrived after the vote and too late to count as quorum. This being so, the Board was not legally entitled to vote on any business. Despite this, it recommended the most profound change to be proposed since the EMB was created in 1992. This was entirely inappropriate and a clear and significant breach of the constitution of the EMB. Both the proposed Special General Meeting (SGM) and the resolution to end the Management Agreement were therefore invalid.

### **Failure to Convene an AGM as required by law**

The EMB is required to convene an Annual General Meeting each year, within six months of the start of its financial year, which begins on 1st October. The AGM was therefore due by March 2010 at the latest. Under Ms Gohil's stewardship this requirement was ignored and an SGM was ordered instead.

Why order an SGM when an AGM is due? At an SGM only the issue specified in the notice calling the meeting can be addressed. An AGM is, of course, quite different,



and, under the circumstances, would certainly have been more appropriate. Each year the Lancaster West AGM is required to take a vote of confidence in the EMB, so the resolution proposed by Ms Gohil for her SGM was completely unnecessary. An AGM would also receive the audited accounts, could elect a new board for the coming year, and could consider any other issues of concern to the Association which had been included on the agenda.

### **Failure to Appropriately Inform the Management Association**

When the SGM was ordered, the Association had not yet been consulted about the appointment of Ms Gohil as Chair of the EMB. This certainly should have been addressed by an AGM at the earliest opportunity and there is suspicion among some members that the SGM may have been ordered specifically to avoid this accountability. The imposition of a single-issue SGM in place of the AGM to which we were all entitled, has the appearance of a blatant attempt to avoid the duty to explain and justify the multiple irregularities listed in this document to the Management Association.

In fact, Ms Gohil's appointment took place prior to the previous AGM, which was held (late) in September 2009. Her election was accomplished at an ad-hoc board meeting, held specifically for that purpose, immediately after that AGM. This was obviously pre-arranged and the AGM on that same day could and should have been consulted about her appointment and the intention to elect her as Chair. In fact that AGM was told nothing, and Ms Gohil's appointment was not even on the agenda. This strongly suggests an intent to mislead the Association and indicates an attitude of contempt for the Association

### **In Conclusion**

Ms Gohil's SGM resolution invited us to embrace the TMO, and trust them to manage our estate in the future. However, the TMO were served with a 'Breach Notice' by the Council in June last year, following an investigation into serious TMO incompetence and mismanagement. The adjudication report, published in September 2009, described 'underlying failures of governance, administration and service, which have caused longstanding dissatisfaction amongst residents'.

The poor service long endured by Lancaster West residents is, of course, attributable to the TMO, and not to the EMB. Under our Management Agreement almost all management functions have been delegated to the TMO, and the EMB is effectively prevented from managing. The current weakness and demoralisation of the Lancaster West Board is likewise a result of our forced dependence on the TMO for our services, on the constant intrusive influence and interference of the TMO in the affairs of our Board, and on the lack of genuine support we receive from the Royal Borough.

Ms Gohil is recognised as a Management Consultant of long experience, with special expertise in governance and equalities. She was supposedly appointed to help resolve a governance crisis at the EMB, but has behaved with a total disregard for the principles of good governance, and has treated the constitution of the EMB with contempt.

According to the formal RBKC response to last year's TMO Investigation Report, Ms Gohil was tasked, on behalf of the Council, with reviewing the viability of the EMB, and with assisting to devise an 'Improvement Plan', as specified in the Management Agreement. Throughout the several months since her election as Chair, there is no

mention in Board minutes of an 'Improvement Plan'. There is no evidence of a membership drive to strengthen the Management Association, no outreach or publicity campaign to alert Lancaster West residents to the seriousness of the crisis, no attempt to facilitate elections to the Board, and no attempt to attract suitable candidates for election. In short, Ms Gohil has contributed nothing positive to Lancaster West EMB, and should be removed immediately and replaced by a more suitable and amenable appointee.

At the SGM held on 13<sup>th</sup> April 2010, the residents of Lancaster West turned out in large numbers and voted overwhelmingly in support of the EMB. The multiple breaches of Management Agreement and EMB Constitution described above, which occurred with the complicity of Councillors and Council Officers, cannot be justified, and are suggestive of a conspiracy to destroy the EMB rather than to support it. The TMO on the other hand appears to have been well supported through its recent trials and enjoys, as it always has, preferential treatment from the Council. The residents of Lancaster West Estate deserve better than this.

I therefore appeal to you as Town Clerk and Chief Executive of the Royal Borough to initiate an immediate investigation of the matters described in this letter, and of the complicity of Councillors and Officers of the Royal Borough in those matters.

Yours Sincerely,

Francis O'Connor



LANCASTER WEST ESTATE MANAGEMENT  
BOARD

WOULD LIKE TO SAY A VERY BIG

# THANK YOU

To all the residents who showed overwhelming support, at the Special General Meeting on 13<sup>th</sup> April, and voted to keep their E.M.B, and voted no to the T.M.O. **THANK YOU!**

However there is still much to be done over the coming weeks. We will keep you informed of all the progress we are making to re-establish the E.M.B in a fresh, new direction.

Please continue this valuable and vital support to our E.M.B by attending our Annual General Meeting, which will be held in the very near future!

We will be informing you of the date and venue soon.

Once again thank you all very much.

**LANCASTER WEST**  
**ESTATE MANAGEMENT ASSOCIATION LIMITED**  
**MINUTES OF THE SPECIAL GENERAL MEETING**  
**HELD ON TUESDAY 13<sup>TH</sup> APRIL 2010**

- 1) The meeting was attended by over 100 members and other residents and non - residents, whose names were recorded on a list of attendees.
- 2) Ms Arvinda Gohil, Chair of the Estate Management Board, welcomed everyone to the meeting and introduced Keith Holloway, Interim Director of Customer Services at Kensington and Chelsea Tenant Management Organisation (KCTMO), and Laura Johnson, Head of Housing at the Royal Borough of Kensington and Chelsea.
- 3) Mr O'Connor challenged the Chair, claiming that she had not been properly appointed by the Board, but the meeting consented to the Chair continuing to chair the meeting.
- 4) Ms Gohil explained that the meeting had been called to hear presentations from Mr Holloway, Ms Johnson and herself and then vote on whether the Estate Management Association should end its management agreement with the Council with a view to housing management for the Lancaster West Estate being passed to KCTMO.
- 4) On a proposal from the floor it was **RESOLVED** not to hear the presentations but move immediately to vote on the following resolution contained in the notice of the meeting:  
  
"That the Lancaster West Estate Management Association ends the Management Agreement with the Royal Borough of Kensington and Chelsea and management of the estate is transferred to The Royal Borough of Kensington and Chelsea Tenant Management Organisation."
- 5) Voting by a show of hands, the meeting **RESOLVED** by a large majority not to pass the resolution.
- 6) The meeting then adjourned for a few minutes while those who wished to left the meeting.
- 7) The meeting then heard presentations from Arvinda Gohil, Keith Holloway and Laura Johnson, explaining the financial position of Lancaster West and the problems it had had in recruiting an effective Board.
- 8) A number of residents raised questions, particularly about the repairs service, some reporting that repairs provided through KCTMO's contractors had taken a long time to complete, or maintenance workers had attended without basic tools such as a stepladder or a torch. Keith Holloway took details of the complaints to be followed up with the maintenance contractor.



- 9) Concerns were also raised that two members of staff from the estate had been moved to KCTMO's Customer Service Centre. When trying to report repairs at the estate office, residents had been asked to call the Customer Service Centre but had found it difficult to get through. It was explained that it was intended that in the future staff at the estate office would be able to enter repairs requests directly on the computer system, but this was not possible at the moment. However, repairs should still be able to be reported at the estate office.
- 10) Some residents asked whether it would be possible for the Association to employ its own contractors rather than have to use the TMO's. Clarification was also sought on the handyman service, as some residents were unclear as to what repairs they were qualified to carry out.
- 11) The Chair then thanked everyone for attending and closed the meeting.

# LANCASTER WEST SPECIAL GENERAL MEETING – 13<sup>TH</sup> APRIL 2010

## ATTENDANCE LIST - MEMBERS

	NAME – PLEASE PRINT / ADDRESS	SIGNATURE
10160	Mrs Young	Am Young
10481	BRIAN WORREDE	Ben Worrede
	RICHARD TARKIN	
10181	ROBERT JOHN DORLEY	
	D. TAYLOR	
10357	M DAVID	
	S. Hall	S. Hall
	J. NICHOLAS	J. Nicholas
	A NICHOLAS	
	m. Ward.	m. Ward.
	R. SYLVESTER	R. Sylvester
10226	S. OFFORD	S. Offord
	Geraldine Lord	Geraldine Lord
	SHIRLEY SYLVESTER	S. Sylvester
	Tony Rey	
	STEWART D.	
	A. YARDLEY	A. Yardley
	J. EVANS	J. Evans
	PHILIP H. KING	Philip H. King
	m. Conner	
	CLARE JUDITH BRACKENMAN	
	Christine Richter	Christine Richter
	Lucy Daniels Founder member EMB	
	CLARE OSBOURNE 101 GREENFELL TOWER	
	Gynethia Joseph	Gynethia Joseph
101	Gynethia Joseph	
102	M Hazell	M Hazell
	EDWARD DAFFARN 134 GREENFELL TOWER CWE W11	E. Daffarn
	TERESA KOGA	T. Koga
	GENET DEMESE	Genet Demese
	201 Greenfell tower	SSAD



NAME - PLEASE PRINT	SIGNATURE
E. LADZINSKA [REDACTED]	<i>E. Ladzinska</i>
10455 [REDACTED] STANAW 3, [REDACTED]	<i>[Signature]</i>
[REDACTED]	<i>[Signature]</i>
New member P. MARTINDALE 145 GRENFELL TWR	<i>[Signature]</i>
10270 T. MILES [REDACTED]	<i>[Signature]</i>
B. ASSADE [REDACTED]	<i>[Signature]</i>
MOHAMMED [REDACTED]	<i>[Signature]</i>
V. SANA [REDACTED]	<i>[Signature]</i>
T. Power [REDACTED]	<i>T. Power</i>
Mary openly [REDACTED]	<i>[Signature]</i>
[REDACTED] 122 GRENFELL Tower	<i>[Signature]</i>
[REDACTED]	<i>[Signature]</i>
LIDIA VLLERENA ALBAN	<i>Lidia Vlleren Alban</i>
LIZA GOOD	<i>[Signature]</i>
S. PATEL SB GRENFELL TOWER	<i>[Signature]</i>
S FLAVIA [REDACTED]	<i>[Signature]</i>









# URGENT

Please take time to read this notice

It will affect you

## To all residents of Lancaster West Estate:

The members of the Lancaster West Management Association have been asked to vote the EMB out of existence, and to transfer all management functions and resources to the TMO. The vote is scheduled to take place on 13<sup>th</sup> April at 6pm in the Community Rooms.

What will this mean for you, the residents of Lancaster West Estate?

- Everything will be centrally controlled by the TMO, which is already in financial crisis.
- Far fewer quality repairs and longer waiting times for completion.
- Far less accountability to you the resident and large chunks of estate funding wasted.
- No say in how your estate is run or shaped.
- Virtually no estate-based staff... A cut of over 60% and those that remain will no longer be visible on the front line of the estate.
- Expensive plant and machinery, paid for out of our EMB funds, will be absorbed into the TMO and even possibly sold off to subsidise a financially floundering TMO.
- Estate enhancement projects such as the current much needed facelift in the garage area, which is being financed by our EMB, will have to shut down due to no available money.
- Our estate inspectors office located on Grenfell Road which is currently a focal point for residents, contractors, police, etc will close and the two remaining estate inspectors will be moved behind closed doors on the first floor of the tower – thus removing a vital service to the estate.

This is only a few of the changes that are currently being undertaken in the name of a more streamlined service, and without the residents being informed or even asked if you wanted this.

**END RESULT – WE WILL BE THE WORST ESTATE IN THE BOROUGH!**

Did you know? – Our repairs officers have already been moved to the TMO call centre over a mile away from the estate.

Were we the residents consulted about this? **No!**



**Did you know?** – The Office Manager's contract has been terminated and her post has been frozen.....she will not be replaced.

**Were we the residents consulted about this? No!**

**Did you know?** – Estate Inspectors can no longer raise any estate repairs orders.

**Were we the residents consulted about this? No!**

**Did you know?** – It is the intention of the TMO to move our frontline receptionist from Grenfell Tower to the TMO hub in Kensal road (a mile away from here).

**Were we the residents consulted about this? No!**

**Did you know?** – The EMB handyman has been issued with no repairs orders since the repairs service staff were transferred out several weeks ago.

**Will he be next for the chop? Probably!**

**IT DOES NOT HAVE TO BE THIS WAY!**

**WE CAN STOP THIS**

**BY SAYING NO TO THE TMO**

If you want to stop the TMO from taking over our estate (which it is already attempting to do by stealth and smoke-screens)

**PLEASE COME TO THE SPECIAL GENERAL MEETING ON 13TH APRIL AT 6PM**

**AT THE E.M.B. COMMUNITY ROOMS LOCATED NEXT TO THE GRENFELL**

**TOWER CHILDRENS PARK.**

**DON'T LET THEM DESTROY OUR  
RESIDENT-LED ESTATE MANAGEMENT BOARD**

**SAY NO TO THE TMO!**



# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE  
GRENELL TOWER  
LANCASTER WEST ESTATE  
LONDON W11 1TQ  
TEL: [REDACTED]  
FREEPHONE: [REDACTED]  
FAX: [REDACTED]

19/04/2010

Please see attached letter from  
Damian Donnelly.

**WITH COMPLIMENTS**

MET00040868/352

MET00040868\_0352

Kensington & Chelsea TMO  
Charles House  
375 Kensington High Street  
London W14 8QH

30<sup>TH</sup> MARCH 2010

**Dear Colleague,**

I'd like you to know that I am leaving my position at the TMO. To those of you who do not know me I have been employed as Housing Manager for the EMB since 1999.

I have very mixed emotions about leaving the organisation but overall I have enjoyed my lengthy tenure at Lancaster West. To many dedicated and committed colleagues past and present I would like to thank you for the support and encouragement you have provided during my time in Kensington and Chelsea.

Even though I will miss working with my colleagues, EMB Board Members and friends , clients and the company I wish you all the best moving forward. I'm sure some of our paths will cross in the future.

Best Wishes

Damian





# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LONDON W11 1TQ

## RESPONSE TO THE NOTICE

### **The Officer Manager's contract terminated and post frozen -**

The Officer Manager supervised the Receptionist and two Administrative assistants who dealt with repairs. The Admin assistants have been moved to CSC since March 2010 following the transfer of the Repairs service to CSC thus the post is no longer required. This is a savings for the EMB of salary cost and better management of their resources.

### **Estate Inspectors can no longer raise any estate repairs orders -**

All repairs have to be raised centrally for effective monitoring of the work orders raised to ensure that the jobs are carried out within target and to required standard. Estate Inspectors raise the repairs via the CSC and still post inspect jobs carried out. We also aim to be able to raise repairs from our reception.

### **Intention of the TMO to move frontline receptionist from Grenfell Tower to the Hub -**

There is an absolute commitment to retain the reception at the Grenfell Tower and we also intend to extend the opening hours. To ensure that the reception is staffed at all times to cover holidays and leaves, the staffing will be supervised by the Customer Service Centre.

### **EMB handyman not been issued with repairs orders since the repair service staff were transferred a few weeks ago -**

Repair orders have been raised for the handyman since the transfer, although, he has not been used to full capacity as he is only used at the Lancaster West estate. The TMO is looking to extend the handyman service more widely than just the EMB.

### **Everything will be centrally controlled by the TMO -**

The repairs services is centrally monitored and jobs ordered from the CSC, where they sit next to the contractors team. The CSC has the facilities and resources needed to monitor all jobs raised, to ensure that they are carried out within target, by the required contractor to specific standards. The EMB can still chase up repairs, carryout inspections and address queries just as we do now.

### **Far Fewer quality repairs and longer waiting times for completion -**

Our repairs performance has improved in the last six months since the employment of Morrison's in December 2009 and we are also working at improving our customer satisfaction.

### **Far less accountability to you the resident and large chunks of estate funding wasted -**

The TMO runs its services openly and reports local performance. The TMO will deliver accountability to local residents at the EMB, what that might look like is open for discussion.

**No say in how your estate is run or shaped –**

This is totally not true. Residents are fully involved with the decision regarding their estate. Moreover, there are different forums set up to ensure that residents are consulted and involved in the decision making such as Estate board forum, Residents Association, Focus Groups, Resident Involvement and Area Board meetings and others.

**Virtually no estate-based staff – A cut of over 60% and those that remain will no longer be visible on the front line of the estate –**

At the Lancaster West office we have the following staff members – an Area Manager, two Housing Officers, one Receptionist, two Estate Inspectors and a Handyman. They are all estate based and the reception is opened Monday to Thursday from 9.00am to 4.30pm and on Fridays from 9.00am to 1.30pm.

**Expensive plant and machinery, paid for out of the EMB funds, will be absorbed into the TMO and even sold off –**

The TMO have no intention of selling off the assets of the EMB but to ensure that they are fully maximized to generate more funds for the estate.

**Estate enhancement projects such as much need facelift in the garage area, which is being financed by the EMB, shut down due to lack off funds.**

The TMO have no plans of stopping these projects, the EMB's good practice will be rolled out more widely across the TMO.

**Our estate inspectors office located on Grenfell Road which is currently a focal point for residents, contractors, police, etc will close and the two remaining estate inspectors will be moved behind closed doors on the first floor of the tower – thus removing vital service to the estate –**

The Estate Inspector's office should not be a focal point for residents but the Estate Office. The plans to transfer the estate Inspectors to the Grenfell Tower is a change of location and not a change to their roles, and the service will remain unchanged..

**Repairs Officers have already been moved to the TMO call centre over a mile away from the estate –**

The EMB were fully consulted with regards to the transfer of the repair services to the CSC including the two Administrative assistant who dealt with repair orders. Other services that can be better monitored by CSC, such as parking/ garages will also be moved. This will allow



The Chief Executive  
The Royal Borough of Kensington and Chelsea  
The Town Hall  
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London W8 7NX

Mr F O'Connor

16 April 2010

Dear Sir,

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#### **Appointment to LWEMB of external Chair by RBKC**

According to a statement issued by Arvinda Gohil, the notional interim Chair of Lancaster West EMB, she was 'appointed by the Council' to that position. Her appointment was supposedly intended to support the EMB in resolving 'governance difficulties'. However, there were so many irregularities and breaches of the rules involved in her appointment, and subsequent election, that her position is completely illegitimate and untenable.

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In fact, Ms Gohil's appointment took place prior to the previous AGM, which was held (late) in September 2009. Her election was accomplished at an ad-hoc board meeting, held specifically for that purpose, immediately after that AGM. This was obviously pre-arranged and the AGM on that same day could and should have been consulted about her appointment and the intention to elect her as Chair. In fact that AGM was told nothing, and Ms Gohil's appointment was not even on the agenda. This strongly suggests an intent to mislead the Association and indicates an attitude of contempt for the Association

### **In Conclusion**

Ms Gohil's SGM resolution invited us to embrace the TMO, and trust them to manage our estate in the future. However, the TMO were served with a 'Breach Notice' by the Council in June last year, following an investigation into serious TMO incompetence and mismanagement. The adjudication report, published in September 2009, described 'underlying failures of governance, administration and service, which have caused longstanding dissatisfaction amongst residents'.

The poor service long endured by Lancaster West residents is, of course, attributable to the TMO, and not to the EMB. Under our Management Agreement almost all management functions have been delegated to the TMO, and the EMB is effectively prevented from managing. The current weakness and demoralisation of the Lancaster West Board is likewise a result of our forced dependence on the TMO for our services, on the constant intrusive influence and interference of the TMO in the affairs of our Board, and on the lack of genuine support we receive from the Royal Borough.

Ms Gohil is recognised as a Management Consultant of long experience, with special expertise in governance and equalities. She was supposedly appointed to help resolve a governance crisis at the EMB, but has behaved with a total disregard for the principles of good governance, and has treated the constitution of the EMB with contempt.

According to the formal RBKC response to last year's TMO Investigation Report, Ms Gohil was tasked, on behalf of the Council, with reviewing the viability of the EMB, and with assisting to devise an 'Improvement Plan', as specified in the Management Agreement. Throughout the several months since her election as Chair, there is no mention in Board minutes of an 'Improvement Plan'. There is no evidence of a membership drive to strengthen the Management Association, no outreach or publicity campaign to alert Lancaster West residents to the seriousness of the crisis, no attempt to facilitate elections to the Board, and no attempt to attract suitable candidates for election. In short, Ms Gohil has contributed nothing positive to Lancaster West EMB, and should be removed immediately and replaced by a more suitable and amenable appointee.

At the SGM held on 13<sup>th</sup> April 2010, the residents of Lancaster West turned out in large numbers and voted overwhelmingly in support of the EMB. The multiple breaches of Management Agreement and EMB Constitution described above, which occurred with the complicity of Councillors and Council Officers, cannot be justified, and are suggestive of a conspiracy to destroy the EMB rather than to support it. The TMO on the other hand appears to have been well supported through its recent trials and enjoys, as it always has, preferential treatment from the Council. The residents of Lancaster West Estate deserve better than this.

I therefore appeal to you as Town Clerk and Chief Executive of the Royal Borough to initiate an immediate investigation of the matters described in this letter, and of the complicity of Councillors and Officers of the Royal Borough in those matters.

Yours Sincerely,

Francis O'Connor





# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENfell TOWER LONDON W11 1TQ

Councillor Judith Blakeman



T: [REDACTED]  
F: [REDACTED]  
E: [adairo@kctmo.org.uk](mailto:adairo@kctmo.org.uk)  
D: 19 March 2010

Dear Councillor Blakeman,

## Lancaster West Estate Management Association - Special General Meeting

I enclose the notice of a Special General Meeting of The Lancaster West Estate Management Association to be held on Tuesday 13<sup>th</sup> April 2010 at 6 pm at the Community Hall EMB Rooms.

Please bring this letter with you as proof of membership. Only registered EMB members are entitled to participate and vote. Non-members who are residents of Lancaster West are welcome to attend and may apply to join the EMB on the evening but will not be entitled to vote at the meeting.

If you are not able to attend the meeting but would like to speak to the Chair, please contact Victoria Macros, the Estate Administration Officer on [REDACTED] or by returning the confirmation slip below.

I look forward to seeing you at the meeting.

Yours sincerely

A handwritten signature in black ink, appearing to read 'PP' followed by a stylized flourish.

Arvinda Gohil  
Chair

☐ I am able to attend the Special General Meeting

☐ I am unable to attend but would like to have a discussion with the Chair before the meeting.

Name & Address .....

Telephone number .....



# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LONDON W11 1TQ

## LANCASTER WEST ESTATE MANAGEMENT ASSOCIATION LIMITED

### Notice of Special General Meeting

**Date & time:** Tuesday 13<sup>th</sup> April 2010  
at 6.00pm

**Venue:** Community Hall EMB Rooms

All members of Lancaster West Estate Management Association are invited to attend the Special General Meeting. The purpose of the meeting is to consider the continuation of the Estate Management Board in light of the financial situation it faces and the long term maintenance needs of the estate. Presentations will be provided at the meeting on the current challenges facing the EMB and these presentations will be made by:

- Arvinda Gohil - Chair of Estate Management Board
- Keith Holloway – Interim Director of Customer Services (Kensington & Chelsea TMO)
- Laura Johnson - Chief Housing Officer (Royal Borough of Kensington & Chelsea)

The meeting will be asked to vote on the following resolution, which is proposed as an Ordinary Resolution:

***“That the Lancaster West Estate Management Association ends the Management Agreement with the Royal Borough of Kensington and Chelsea and management of the estate is transferred to The Royal Borough of Kensington and Chelsea Tenant Management Organisation.”***

***By Order of the Estate Management Board, 9 February 2010.***



SGM to get  
resolution through. 35 } up to AGM

Ask Keith & Mamun to delay  
AGM, someone from WCLD to speak

**DECISION: wind up LWEMB and ask KCTMO to manage the stock within agreed conditions and review those conditions within a specified time. Monitor KCTMO and hold it to account via an enhanced Resident's Association.**

	Conditions:	Timescales:
1	'Beef Up' the Resident's Association	Within 6 months
2	Full audit of Lancaster West to identify what needs to be done.	This would need to be carried out sooner rather than later to enable LWEMB to determine current position. I would suggest four weeks to be sufficient.
3	KPIs to achieve, if not exceed, the same levels of KCTMO within a specified timeframe.	Within a six month period which would grant the Board a further six months monitoring to ensure standards are maintained.
4	Physical presence maintained on the Estate – Estate Office to remain open. A staffing structure to be agreed	
5	Reception Area to be improved for residents.	Within a year.
6	All Health & Safety works identified by full audit (point 2) to be undertaken immediately post audit.	If point 2 is based on 4 weeks, a further 4 weeks to carry out the H&S works
7	A higher rate of Customer Satisfaction within 12 months – LWEMB to determine what this level should be.	TP tracking on going regarding KCTMO Customer Satisfaction – Board would need to know current % of satisfaction on Estate, could be achieved within two months if full survey undertaken.
8	Set standard for improved stock conditions and services ie. Set the bar for 2012.	



9	Reconsider revenue from garages, Safestore and Baseline Business Units.	This is a non-starter as revenue from these sources is pumped directly into the HRA and KCTMO have no control over this.
10	Be clear about staffing resources for the Estate and the roles they are expected to fulfill	
11	Clarity about resources available to Resident's Association	Within a month
12	Involvement in monitoring KPIs ie. Key information/training to Resident's Association for performance tracking.	
13	Place on KCTMO Board (previously had a place on Property Management Committee.)	Immediately on agreement
14	Seek further input/suggestions from the Board.	
15	Carefully manage the communication of this decision.	Immediately
16	Timescale for wind up and specification of ArvindaGohils role during the transition.	Immediately
17	Negotiation/liaise with Resident's Association about their role.	This will need to be undertaken pre the RA AGM on 16 February 2010.
18	Demand conditions be agreed and met or LWEMB seek alternative management option.	

**Cllr-Blakeman**

**From:** Turner, Chris: PC-Plan  
**Sent:** 02 March 2010 10:25  
**To:** Cllr-Blakeman  
**Subject:** RE: Latimer Petition  
**Attachments:** Latimer Petition complete.pdf; Response 18.1.10 FINAL.pdf

Dear Cllr

I attach a scan of the petition.

Please let me know if you would rather have a hard copy.

I also attach a copy of the Council's response

Regards

Chris Turner  
Coun. for Planning & Officers  
100 Wood Farm Way  
Kingsland, London E20 1JH  
[REDACTED]

**From:** Cllr-Blakeman  
**Sent:** 01 March 2010 19:50  
**To:** Turner, Chris: PC-Plan  
**Subject:** RE: Latimer Petition

Dear Mr. Turner

Can you please send me a copy of the petition so that I can ensure that all the petitioners receive the response?

Many thanks.

Cllr. Judith Blakeman

**From:** Turner, Chris: PC-Plan  
**Sent:** 19 January 2010 16:57  
**To:** Turner, Chris: PC-Plan; Cllr-Buckmaster; Cllr-Caruana; Cllr-Cecil; Cllr-Dent Coad; Cllr-Edge; Cllr-Fairhead; Cllr-Feilding-Mellen; Cllr-Hanham(Dr); Cllr-Hoier(B); Cllr-Holt; Cllr-Husband; Cllr-Marshall; Cllr-Palmer; Cllr-Weale; Cllr-Williams; Cllr Atkinson; Cllr-Ahern; Cllr-Borwick; Cllr-Campbell (E); Cllr-Coates; Cllr-Condon-Simmonds; Cllr-Dalton; Cllr-Johnson; Cllr-Lasharie; Cllr-Levitt; Cllr-Corbet-Singleton; Cllr-Daley; Cllr-Dent Coad; Cllr-Feilding-Mellen; Cllr-Gardner; Cllr-Lamont; Cllr-O'Neill; Cllr-Taylor; Cllr-Warrick; Cllr-Weatherhead; Cllr-Moylan; Cllr-Husband; Cllr-Ahern; Cllr-Paget-Brown; Cllr-Mills; Cllr-Blakeman; Cllr-Lindsay; Cllr-Lamont; Cllr-Johnson; Cllr-Palmer; Cllr-Dent Coad; Cllr-Hoier(B); Cllr-Mason  
**Cc:** Lerner, Peter: PC-Plan; Tollitt, Penelope: PC-Plan; Ramage, Peter: TELS-WasteLeis; Dadswell, Neil: CP-Fin; Bradbury, Peter: FCS-GrpSvc; Munro, Laura: HHASC-Housing; Johnson, Laura: HHASC-Housing; Carver, Martyn: CP-PPU; Brown, Ray: CP-Rev; Wade, Jonathan: PC-Plan  
**Subject:** RE: Latimer Petition

09/03/2010

MET00040868/364  
MET 00040868\_0304

Dear All

I attach a copy of the response to the petition concerning the Latimer area.

Chris Turner  
Senior Planning Officer  
Forward Planning  
Royal Borough of Kensington and Chelsea



09/03/2010

MET00040868/365  
MET00040868\_0000



File

Presented by  
Cllr Blakemore

07/11/2009 1

We, the undersigned, express our concern at the proposals put forward by the Latimer Area Feasibility Study of the Housing Stock Options Review.

The stock is relatively new having been built in the 1960s and 70s, and yet now, just as a cohesive community feel is developing, the Council's consultants are proposing to destroy the very community that residents have built. We strongly disagree with proposals for re-development: we like our homes and resent that opinions on how the estates might be improved have been twisted to justify "estate regeneration" – the euphemism for demolition.

We no longer have faith in the TMO. We are concerned that the EMB for Lancaster West is not mentioned in the review consultative leaflets.

We are alarmed at the information that the sports centre and/or Grenfell Tower might be lost to make way for new schools; we need more sports facilities not less to tackle bored youths; the site is too small for a secondary school which would thus have inadequate facilities, which makes it an irresponsible proposal, and the noise to surrounding homes would be unacceptable. The Eurostar site farther North is more suitable for a school and there thirty or forty acres of sports and playing fields could be provided for the schools. We do not agree with the proposals to disrupt the relative tranquillity of the estates and our green spaces by creating more "activity" with shopping centres, concreted public spaces, and linking thoroughfares, nor to increasing levels of crime that would result from re-creating links to troublesome estates around White City. If the council is to meet its targets to provide more

housing, then the notated photograph, showing new schools and extended leisure centre and a new park, is dis-honest and unachievable, included purely to dupe residents into agreeing something otherwise unpalatable. Furthermore, such mass demolition is environmental nonsense.

We request that RBKC take a more sober approach to its review and do not propose to disrupt these communities with destruction, upheaval, and demolition.

Signature / PRINT NAME / PRINT ADDRESS and POST CODE / Telephone

	PETER MARTINDALE	145 GRENFELL TOWER	
	MALEEWAN PHUNTUJARIYA	145 GRENFELL TOWER	
	M. A. Neda	205 GRENFELL Tower	
	Haran Wahabi	66 Grenfell Tower	
	OSCAR MILON	36 GRENFELL TOWER	
	KELVIN JOHN	24 GRENFELL TOWER	
	Gloria Wilson	72 Grenfell Tower	
	D. GRIFFIN	31 " "	
	Jose Costa Costa	103 " "	
	Tacc Bilal	26 " "	
	N. HASSAN	84 GRENFELL TOWER	
	Lidiya Fedorova	202 " "	
	P. Robertson		
	Dorinda Suarez	103 grenfell tower	
	Sandra J. Orrego	143 grenfell tower	



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	Peter Doudoua-Bachathi	174 Grenfell Tower	
	Peter Doudoua-Bachathi	174 Grenfell Tower	
	MARY-M. Hanley	52 Grenfell Tower	
	Alem Alemi Demissie	94 Grenfell Tower	
	HARIDA cedrahi	55 Grenfell Tower	
	A. ABUL	184 GRENFELL TOWER	
	Dora Brog	36 Grenfell Tower	
	Shekeb Noda	205 GRENFELL TOWER	
	MARY MCKEY	173 GRENFELL TOWER	
	D. Samarassekera	161 Grenfell Tower	
	MIKE KINGSBURY	194 GRENFELL TOWER	
	SACMA SAID	54 GRENFELL TOWER	
	Bawda Said	54 Grenfell Tower	
	binson Samargen	112 Grenfell	
	Daniel Mergazgen	33 Grenfell Tower	



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Signature	PRINT NAME	PRINT ADDRESS and POST CODE	Telephone
[Signature]	Michael Sobilo	43 Grenfell Tower	
[Signature]	KOLHABA KELLY OWARA	34 Grenfell Tower	
[Signature]	Alba Louisa R C	45 Grenfell	
[Signature]	Maria Safari	86 Grenfell	
[Signature]	Elizabeth Schiennock	43 Grenfell Tower	
[Signature]	Mohammed Sackal	165 Grenfell	
[Signature]	KIRAN PATEL	56 Grenfell tower	
[Signature]	Manna El Afani	85 Grenfell Tower	
[Signature]	STEPHANIE MILAN	36 Grenfell tower	
[Signature]	Wanda HINGBOA	116 Grenfell Tower	
[Signature]	MAGNA METALI	161 Grenfell Tower	
[Signature]	V. M. HIAJLOVIC	102 Grenfell	
[Signature]	A. GUIRAMA	104 Grenfell Tower	
[Signature]	Riona Neda	205 Grenfell Tower	
[Signature]	D. JANTHONG	204	







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Signature	PRINT NAME	PRINT ADDRESS and POST CODE	Telephone
	BEKESI	154 Grenfell Tower	
	SUZANNE MARSH	151	
	VIRGILIO CASTRO	146 Grenfell Tower	
	VINCENT CRIESINA	144 Grenfell Tower	
	MESROB KASSIMAJIAN	141 Grenfell Tower	
	SADIG MOHAMED	142 Grenfell Tower	
	ADAM	142 Grenfell Tower	
	SABAH ABDULLAH	143 Grenfell Tower	
	MRS Abdullah	" " " "	
	Miss Hind	126 Grenfell Tower	
	Miss Soleka	113 Grenfell Tower	
	Safia Ahmed	175 Grenfell Tower	
	OLVIDE ESHEN G	101 Grenfell Tower	
	STEVE POWER	122 " "	
	Reem Dedrich	123 " "	



**Study of the Housing Stock Options Review.**  
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~~11~~ Hines Dagnachap 112 Grenfell Tower

Adriana Zyberaj 106 Grenfell Tower

Costa	ludo costa	403 Grenfell Tower
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RS Roy Smith 95 GREENPHELL TANCE

Wmou Kolomye Dabrowski 85 Greenfell tower


M. M. O. K.	M. M. O. T.	92 CRENELL TOWER	
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17/11 | NADIA JAFARI | 86 Grenfell Tower |

AL-2 Antonio Romo 72 GUERRERO BOULEVARD

Amelia TWANA RAJAH 71 GREENFELT TOWER.

PWB	PAUL CLARK	64	11	11
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 Eddie Igoe 62

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Expenses	JOSE VIEIRO	46	20	4
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A Shah AVELIN SHAH 32 11 11



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Signature	PRINT NAME	PRINT ADDRESS and POST CODE	Telephone
<i>J. Shah</i>	J. SHAH	32 GRENFELL TOWER W11 1TG	
<i>M. Rasoul</i>	M. RASOUL	25 GRENFELL TOWER W11 1TG	
<i>M. Mahmud</i>	M. MAH MUD	125 Grenfell Tower W11 1TG	
<i>S. Rasoul</i>	SALWA RASOUL	25 GRENFELL TOWER W11 1TG	
<i>B. Kerbede</i>	B. KERBEDE	16 GRENFELL TOWER W11 1TG	
<i>Mrs L. Farrell</i>	MRS L. FARRELL	13 Grenfell Tower W11 1TG	
<i>Alicia Moses</i>	Alicia Moses	11 Grenfell Tower	
<i>T. FANI EDOGBANI</i>	T. FANI EDOGBANI		

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Signature	PRINT NAME	PRINT ADDRESS and POST CODE	Telephone
	J. H. BRYAN		
	Xeni Ratkoceri		
	Ildirim Ratkoceri		
	Rezarta Ratkoceri		
	Abida Lashari		
	NAWFAL EL-GEBRANI		
	MOHAMED NAZHA		
	FATIMA NAZHA		
	Sara Abdalla		
	Belma AGERVO		
	EDITHA C. GANI		
	LAGREUTE GA		
	S Aden		
	M. C. ACNE		
	C. FAUCH G		



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housing, then the notated photograph, showing new schools *and* extended leisure centre *and* a new park, is dis-honest and unachievable, included purely to dupe residents into agreeing something otherwise unpalatable. Furthermore, such mass demolition is environmental nonsense.

We request that RBKC take a more sober approach to its review and do not propose to disrupt these communities with destruction, upheaval, and demolition.

Signature	PRINT NAME	PRINT ADDRESS and POST CODE	Telephone
W. I.	LIN LI		
T. G. I.	TAMARA ONI		
M. Getachew	Mona Getachew		
B. Spangberg	Brian Spangberg		
G. B. I.	GEORGINA BRET		
J. L. I.	JOSHUA LEU		
M. I.	Mama Iev		
T. I.	Tobias Iev		
N. I.	N. MASRUH		
K. I.	KENNY ONI		



Planning and Borough Development BG  
Kensington Town Hall, Hornton Street, LONDON, W8 7NX

Executive Director of Planning and Borough Development  
Peter Lerner

Head of Policy and Design  
Penelope Tollitt

Mr P Martindale  
145 Grenfell Tower  
London  
W11 1TQ



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA

18 January 2010

My reference: DPS/FWP/CT/10/Latimer Petition  
Your reference:  
Please ask for: Chris Turner

Dear Mr Martindale

**Latimer Petition, the Housing Stock Options Review and Core Strategy**

I refer to the petition relating to the Housing Stock Options Review, received in December 2009, of which you were the lead petitioner. The Council greatly values the views and opinions of its residents, and has undertaken extensive consultation to draw up a Core Strategy which we believe develops a positive vision of the Borough for the next twenty years. Part of this consultation has been specifically targeted at residents in the Latimer area and a number of meetings were held at the London Lighthouse where the views of local people were canvassed.

A wide range of opinions were received through our consultation events and throughout the development of the various iterations of the Core Strategy. Two things have, however, become increasingly clear. First, the Latimer area contains a vibrant community who care passionately about the future of the area. Second, despite its strengths, there is the potential to make the Latimer area a better place to live for its existing and future residents. We were told that the area lacks connections to the wider area, feels isolated and, to many residents, therefore unsafe; the street form is confusing and truncated; and the state of repair of some of the housing estates is poor. The Council has also identified the Latimer area as one of the few parts of the Borough which is 'deficient' in local shopping facilities, much of it being more than a 5 minute walk from an existing neighbourhood or higher order centre.

The Council's emerging Core Strategy recognises that there is now an opportunity to deliver improvements to the Latimer area, which in some cases, have been long overdue. The Council's long term vision for the area is set out in the Latimer 'Place' of the Core Strategy. This includes the reintroduction the traditional urban street pattern to build a better quality environment; to provide accessible and adaptable spaces that are valued and used by the local people; to promote a new neighbourhood shopping centre based around the Latimer Road London Underground Station; and to provide a community sports centre and new educational academy in the area. The Council does,

Direct Line [REDACTED]  
Fax:  
Email: [chris.turner@rbkc.gov.uk](mailto:chris.turner@rbkc.gov.uk)  
Web: [www.rbkc.gov.uk](http://www.rbkc.gov.uk)



INVESTORS  
IN PEOPLE



however, recognise that difficult decisions will have to be made and that some renewal of the existing estates may be necessary if they are to have a long term and viable future. Whilst these decisions have yet to be made, the Council cannot evade its responsibility to its residents if a more prosperous and sustainable future for the Latimer area is to be achieved.

Based on the Latimer 'Place' within the Core Strategy, the Council's long term ambitions for the area will be further developed through an Area Action Plan. Whilst the time scale for the production of this document has yet to be agreed, work is likely to start later this year. It will take three years to prepare. You are encouraged to get actively involved in the process, and to influence the final content of the Action Plan.

If you, or any other signatories, would like to be kept up-to-date on the progress of the Latimer Area Action Plan and on the preparation of other planning documents please write to the above address, telephone [REDACTED] or email the planning department at [planningpolicy@rbkc.gov.uk](mailto:planningpolicy@rbkc.gov.uk).

Further information relating to the Council's emerging Core Strategy can be found at [www.rbkc.gov.uk](http://www.rbkc.gov.uk) and by following the links to Planning and Conservation and then to Planning Policy. The Latimer Area is specifically considered in Chapter 9 of the Core Strategy. The reference to the Council's intention to produce an Area Action Plan for the Latimer Area also falls within this chapter.

The Latimer Area Feasibility study is quite separate from the Council's Core Strategy. Its remit has been to test the potential for differing types of development within the Latimer area. Whilst the study is not Council policy (and therefore has no 'weight' in planning) it has informed our thinking.

Again, to re-iterate, there are no current plans for any large scale demolition and renewal within the Latimer area.

Turning to your detailed concerns as set out in the petition:

***"The Council's consultants are proposing to destroy the very community that residents have built. We strongly disagree with the proposals for redevelopment .. and estate regeneration – the euphemism for demolition"***

As outlined above, the Consultants considered a wide range of possible future options for the Latimer area and some future scenarios, if pursued, would require an element of demolition to give effect to improvements. However, the Council has no current plans to pursue any regeneration in the Latimer area, other than on the Silchester Garage site and, at a later date, the provision of the new Academy on the wider North Kensington Sports Centre Site.

The proposals for the Silchester Garage Site are connected to the outline planning permission already granted for this site. This permission includes the re-provision of the existing Latimer Family Centre and of at least 63 affordable housing units, associated with the pre-existing planning obligation from the Holland Park School development. The Council will continue to pursue this commitment, but does recognise that there is an opportunity to redesign the proposal to ensure that it gives more benefits to the wider area. It is, therefore, currently preparing a Planning Brief on the site to set out the appropriate uses and design principles which the Council should be adopting. This document is likely to be put out to a formal stage of public consultation in the summer.



The Council is currently working with residents of the Silchester Estate to ensure that residents are fully engaged in, and contribute to, the successful delivery of this scheme for the benefit of the local community. This may include some element of demolition in the vicinity of the development, but the need for and degree of this will be subject to consultation with the residents on that estate.

As outlined above, the Council's long term vision for the area may include some renewal of the existing estates in the Latimer area, and this could potentially entail a degree of demolition. The potential will be explored in more detail as the forthcoming Latimer Area Action Plan is developed. Residents will be involved throughout the evolution of this plan, right from its inception, though to its final testing at an independent examination.

The Council is proud of the flourishing communities which make up the Latimer area, and recognises that any changes to the area must support, not harm, the community cohesion so vital for a successful neighbourhood.

***We no longer have faith in the Tenant Management Organisation***

Both the Council and the TMO accept that there were problems with the TMO in some aspects of its service and performance. However, following the appointment of a new Chief Executive, Robert Black, and new executive officers, the TMO is committed to an improvement agenda and addressing past problems. A number of improvements have already been secured but this is only a first step and the TMO will continue to deliver a range of changes to the benefit of residents, overseen by the Council as Landlord. The Council hopes that you will give the TMO the opportunity to demonstrate the benefits from its recent changes.

***We are concerned that the EMB for Lancaster West is not mentioned in the review consultative leaflets***

The Council recognises the role of the EMB for Lancaster West. The reason why it is not mentioned in this particular literature is because both the Housing Stock Options review and the Feasibility Study were undertaken by the Council in its capacity as Landlord. The work had to be carried out in response to a particular problem which the Council, as a Landlord, was faced with a serious financial challenge in providing housing services due to changes in Government funding. Current legislation means that it is unlawful for the Council to use any of its other sources of money to pay towards housing investment and housing services. It is also unlawful for the Council to set a 'deficit' (overdrawn) budget for its housing finance account, so that is why the Council had to act to try and find the solution to this complex problem.

The TMO was also not involved in managing these pieces of work.

It should also be noted that the area where the Council now plans to initiate development work is not part of the Lancaster West EMB managed estate.

***We are alarmed at the information that the sports centre and/or Grenfell Tower might be lost to make way for new schools; we need more sports facilities; the site is too small for a secondary school; noise to surrounding homes would be unacceptable.***

Currently half the Borough's state educated children of secondary school age have to travel outside of the Borough for an education. The Council is, therefore, committed to providing a new school (an Academy) in the north of the Borough to meet local demand, better respond to residents' needs by providing greater choice, diversity and fair access for local parents and the local community.



It is, therefore, examining the options to establish a new Academy with up to six forms of entry (equivalent to 900 eleven to sixteen year old places) and up to 250 post sixteen places in North Kensington. The Council will carefully consider its options and any proposal would need to meet all its criteria, which would include both the provision of equivalent sports facilities (including a swimming pool) either on the site or in the vicinity and the need to respect the amenity of the surrounding areas.

The site identified for the new Academy is the North Kensington Sports Centre site. This would be on the area of football pitches and parking to the west of the sports centre, but this excludes Grenfell Tower. As a result of feasibility work carried out, the Council believes that this site is of a size and nature suitable for the Academy. However, the Council is still considering its options and no decision has as yet been made.

Residents will be able to make their views known if/when an application was to be made. Residential amenity and the nature of facilities provided are both material planning matters to be considered when determining an application.

***The Eurostar site ... is more suitable for a school and there thirty of forty acres of sports and playing fields could be provided for the schools.***

The Academy needs to be constructed by 2018 if the Council is to benefit from central Government's 'Building Schools for the Future' capital programme. The Eurostar site is not owned by the Council, and therefore, its use for a school is simply not a feasible option. Delay would both jeopardise the necessary funding and ensure that large numbers of pupils have to continue to travel outside of the borough for schooling.

***We do not agree with the proposals to disrupt the relative tranquillity of the estates ..by creating more 'activity'.***

The opening up of the Latimer Area and the creation of a new neighbourhood shopping centre based on the Latimer Underground Station forms part of the Council's emerging Core Strategy. The final consultation on the Core Strategy has recently finished, and I have therefore taken the comments on this subject, endorsed in the petition, to be a formal objection to the Core Strategy. Your objections will be reported to the Independent Planning Inspector to be taken into account when the 'soundness' of the plan is assessed.

The Latimer Area Action Plan will explore these matters in more detail, and residents will be given a number of opportunities to discuss their concerns with us and to help influence the final nature of the plan.

***The provision of a new school and extended leisure centre and a new park is dishonest and unachievable, included to dupe residents into agreeing something otherwise unpalatable.***

The Council strongly believes in transparency and honesty in its dialogues and would seek to reassure residents that it would not present any proposals which it believed to be unachievable. For this very reason the Council will produce an Area Action Plan for the Latimer Area which will explore many of these issues in more detail. This AAP will be subject of independent examination by a government planning inspector. It is also worth reiterating that the diagram within the Latimer Feasibility Study, which shows the park, and enhanced centre etc is, as set out in the document, a 'concept diagram'. Its purpose is not to set out what actual uses will be proposed in given locations, rather it shows what sort of uses could be provided in the area.

I trust this information is useful.

Yours faithfully

A handwritten signature in black ink, consisting of a large, stylized 'P' followed by a series of loops and a trailing flourish.

Peter Lerner  
Executive Director, Planning and Borough Development





# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LONDON W11 1TQ

RECEIVED  
- 9 MAR 2010

Councillor J. M. Blakeman  
o/c The Town Hall  
Horton Street  
London  
W8 7NX

T: [REDACTED]  
F: [REDACTED]  
E: [adairo@kctmo.org.uk](mailto:adairo@kctmo.org.uk)  
D: 25<sup>th</sup> February 2010

Dear Councillor Blakeman,

**RE: RESPONSE INQUIRY FROM EDWARD DAFFAM 134 GRENFELL TOWER, LANCASTER WEST ESTATE, LONDON W11 1TQ**

Thank you for forwarding the concerns from Mr Daffam of 134 Grenfell Tower regarding the information he has received from a confidential source.

As you know the Lancaster West Estate Management Board (LWEMB) is undergoing some changes at the minute with a Special General Meeting scheduled for 13 April 2010 where the Board will be making a decision as to their capacity to manage the estate on behalf of RBKC. The Board has also decided to transfer two staff from the Lancaster West Estate Office into the Customer Services Centre situated at the Hub in order to improve service provision on the estate with regards to repairs reporting and monitoring of the new day to day contractor Morrison's.

There are no plans afoot to close the Lancaster West Estate Office in March of this year or to remove the security presence from the Grenfell Tower foyer.

The only physical changes to the TMOs presence which are planned for March of this year is the transfer of the two Estate Inspectors and the Estate Handyman into the first floor Office of Grenfell Tower and this is scheduled to commence as of 15 March 2010.

The establishment officers at the Grenfell Tower site will therefore include: an Area Manager, two Estate Officers, an Office Manager, two Estate Inspectors, a Handyman and a full time receptionist during our core business hours, being: 8.30am-5.00pm on weekdays with a full time Security Officer providing a presence from 5.00pm-7.00am.

As you know it is the TMOs intention to drive up our performance on the estate in the up and coming months and any moves with regards to changes on the Estate and our presence as the managing agent for RBKC would only be undertaken after careful consultation with all the residents on Lancaster West.

I trust that this allays any concerns that you may have and if you would prefer I can relay this directly to Mr Daffam to ease any worries that he may have.

Yours sincerely,

Mr. T. O'Hara

**Area Manager – Lancaster West**



**Lancaster West Estate Management Board**

**Minutes of the Board meeting held on Tuesday 9<sup>th</sup> February 2010**

**Present:** Arvinda Gohil - Chair  
Dougal Steward - Vice Chair  
Christine Richer -- Board Member  
Bekie Mpofu -- Board Member  
Tim Fairhurst -- Board Member  
Judith Blakeman -- Councillor & LA nominee  
Roslyn Sylvester -- Treasurer  
Keith Miles -- Board Member (part of the meeting)

**In Attendance:** Tony O'Hara -- Area Manager  
Pam Sedgwick - RBKC

**Apologies:** Geraldine Lord -- Board Member

The meeting discussed only one item as agreed. To review the discussions that took place at the Strategy Day held on 4<sup>th</sup> February 2010.

The recommendation at the end of the Strategy Day was to call a Special General Meeting of the Lancaster West Estate membership and recommend the following resolution:

'That the Lancaster West Estate Management Association ends the Management Agreement with the Royal Borough of Kensington & Chelsea and the management of the estate is transferred to the Kensington & Chelsea Tenant Management Organisation'

The Chair asked that the meeting formally consider the resolution and make a firm recommendation to a Special General Meeting. She requested that members share their thoughts and reflections since the away day before a final decision is reached.

All of the people present at the meeting (except Bekie and Keith) were present at the Strategy Day and therefore had considered the pros and cons of the situation in some detail.

However some members felt that they should have had more time to consider the gravity of the situation. The Chair reminded members that these issues had been discussed several times at Board meetings in the past few months. The main issues were considered again and all members were asked to express a view.

The key issues were summed up in the paper that was circulated following the Strategy Day and was part of the notification for this meeting:

- Lack of interest from other residents on the estate to join the Board

- Financial situation especially in light of the fees payable to the TMO for services provided
- Projections on the reserves of the EMB especially if the TMO asserts payment of outstanding fees
- Staffing costs
- Key performance Indicators and comparisons with the TMO
- Capacity of the Board to manage without the external co-optees

The Chair summarised the situation facing the Board and each member of the Board was given an opportunity to share their views. Following this the resolution was put to the vote. The result was:

5 votes in favour of the resolution  
1 abstention.

The resolution was therefore carried and it was agreed to call a Special General meeting on the 13 April at 5.30 pm. Notification will be provided to all members and a presentation will be made by the Chair, a representative of the TMO and the Borough.

Members of the Estate will be given an opportunity to contact the Chair for further information and discussion before the SGM.

Lancaster EMB

**Board Away Day  
4<sup>th</sup> February 2010**

London Light House  
111 -117 Lancaster Road  
London  
W11 7QT



## Aim and Outcomes

### Aim

To identify and develop strategies for addressing the challenges and changes facing the EMB

### Outcomes

By the end of the away day the Board will:

- Identify and agree the challenges and changes facing the organisation
- Clarify Board Members key responsibilities in meeting these challenges and and accountabilities in providing an excellent service for tenants
- Identify the way forward and actions to be taken
- Decide on actions and timescales for implementation

## Programme

9.00	Arrival	Refreshments/ Registration	Content	Lead person
9.30	15 mins	Session 1 – Introductions	Introductions & group contract	Barbara Dennis
9.45	30 mins	Session 2 – Managing Change	The impact of change on organisations and need for a strategic response/ approach	Barbara Dennis
10.15	30 mins	Session 3 – The Challenges and Changes facing the EMB	Business performance and impact on tenants. Identify key challenges to be addressed	Arvinda Gohil and a LA representative
10.45	15 mins	Break		
11.00	20 mins	Session 4 – decision making approach	Set out the approach and format for group discussion and approach to decision making	Barbara Dennis
11.20	80 mins	Session 5 – group discussion and exploration of options	Discuss key issues and identify possible options	Barbara Dennis
12.30	45 mins	Lunch break		
1.15	75 mins	Session 5 – decision taking	Review discussion and decide which option(s) are most appropriate	Barbara Dennis
2.30	15 mins	Break		
2.45	60 mins	Final Session – actions and timetable	Make final decision, agree actions and timescales	Barbara Dennis
3.45	30 mins	Summary	Confirm decisions and agreed actions	Arvinda Gohil and or LA representative
4.15		Close		

institute

Efficient effective not that IDS needs, arrange

delivery, monitor delivery, evaluate

interviews & <sup>initiates</sup> ~~initiates~~ rolling programme

Of <sup>over</sup> more efficient, delivery effective & responsive to residents

EMB

\_\_\_\_\_ <sup>at main point</sup>  
needs to up its game

TMO

significantly - this cannot

be done in isolation

but dependent

on interaction / as opp

with Council & TMO

Other mg. agent

→ <sup>cd</sup> ~~type~~ if council

improving situation

continues - but

is v. dependent on variables of our control

such as TMO Board, TMO

staff, contractors &

Council working

Other - no RSL operating in this

and cd do the job &

council mg agent wd

be far too expensive



## Programme

9.00am	Arrival	Refreshments/registration	Content	Lead person
9.30am	15 minutes	Session one – Introductions	Introductions and group contract	Barbara Dennis
9.45am	30 minutes	Session two – Managing change	The impact of change on organisations and need for a strategic response/approach	Barbara Dennis
10.15am	20 minutes	Session three – The challenges and changes facing the EMB	Business performance and impact on tenants. Identify key challenges to be addressed	Arvinda Gohil Chair EMB
10.35am	20 minutes	Session four – The challenges and changes facing the EMB	Business performance and impact on tenants. Identify key challenges to be addressed	LA representative
11.00am	15 minutes	Break		
11.15am	15 minutes	Session four – Decision making approach	Set out the approach and format for group discussion and approach to decision making	Barbara Dennis
11.30am	60 minutes	Session five – Group discussion and exploration of options	Discuss key issues and identify possible options	Barbara Dennis
12.30am	45 minutes	Lunch break		
1.15am	75 minutes	Session five – Decision taking	Review discussion and decide which option(s) are most appropriate	Barbara Dennis
2.30am	15 minutes	Break		
2.45am	60 minutes	Final session – Actions and timetable	Make final decision, agree actions and timescales	Barbara Dennis
3.45am	30 minutes	Summary	Confirm decisions and agreed actions	Arvinda Gohil
4.15am		Close		

LWEMB

Meeting held on 11 January 2010

Present: Arvinda Gohil - Chair  
Dougal Steward – Vice Chair  
Christine Richer – Board Member  
Geraldine Lord – Board Member  
Bekie Mpofu – Co-optee Board Member  
Judith Blakeman – Councillor, Council appointed Board Member  
Matthew Palmer – Councillor, Council appointed Board member

In Attendance: Tony O'Hara – Area Manager Lancaster West (minutes)  
Claudia Demuth – Play Pathfinder

Apologies: Teresa Miles – Secretary  
Keith Miles – Board Member  
Tim Fairhurst – Co-optee Board Member

1. Declarations of interest

There were no declarations of interest.

2. Notes of meeting held on 01 December 2009

Minutes approved for signature.

3. Matters Arising

Newsletter. AG queried the status of the Newsletter and was disappointed that the item had yet to be circulated to residents of the Estate. TO'H apologised, citing his Annual Leave pre Christmas as being a contributing factor, the Christmas holiday period followed by the inclement weather and the slow provision of the document from KCTMO which impacted upon our ability to deliver the Newsletter. AG requested a copy be made available for editing and requested that the Newsletter be circulated by Friday 15 January 2010.

TARA. No update was available for the Board meeting due to the absence of TARA Chair Keith Miles. Some discussion took place as to what the EMB could do to support TARA and TO'H tasked with applying pressure on KCTMO Resident Involvement to support TARA on the Estate.

Action by

TO'H

TO'H



Staff Transfer to KCTMO Call Centre. TO'H reported that KCTMO HR failed to write to the two staff involved and the meeting was re-scheduled to take place Thursday 14 January 2010. TO'H also informed the meeting that one member of the team due to be transferred had now requested for Union representation and this may also impact upon the proposed transfer taking place by the end of January 2010. AG was unhappy with the lack of progress and will be contacting Keith Holloway of KCTMO to discuss further.

AG/TO'H

Strategy Day. AG reiterated the importance of this meeting and urged all members of the Board to attend. An agenda for the day will be circulated by the Chair in the next few days.

AG/TO'H

LWEMB Constitution. AG informed the meeting that she had met with JB to discuss and agree amendments to the constitution. This will be represented to the Board at the March 2010 meeting – following the Strategy Day scheduled for 04 February 2010.

Code of Conduct. Final corrections to LWEMB Code of Conduct to be made and circulated to the Board as adopted.

4. Presentation by Play Service – playground improvement

Playpathfinder have been tasked with playground facility improvements within RBKC. A budget of £86k has been identified and could be put to use on the estate developing play facilities for older children and improving current play areas.

CD

Plans were circulated to the Board identifying three areas for possible improvement.

AG stated that it would be beneficial if it could be evidenced that consultation has taken place with the children on the Estate and CD agreed to undertake a door-knocking exercise prior to agreeing on a way forward. The Board were very positive as to the improvements and look forward to seeing what can be developed on the Estate.

TO'H queried maintenance costs and was informed that a specific consultant had been appointed and would undertake all necessary inspections of over 30 playgrounds in the Borough to ensure all were in full working order.

5. Welcome to Bekie Mpou.

Bekie Mpou was welcomed to the Board. BM works as a Lecturer at Reading University in Finance and looks forward to working with the Board in the coming months.



6. Key Performance Indicators

TO'H presented the dashboard score card which is in the same format as KCTMO's which should enable easier benchmarking. Information on a number of KPIs was unavailable due to difficulties in getting information from KCTMO. AG to raise with Keith Holloway of KCTMO to determine if receipt and relay of information can be improved.

AG/TO'H

7. Strategy Day 04 February 2010

AG informed the meeting that it was of paramount importance that ALL Board members attend. Laura Johnson and Pam Sedgwick of the Borough will also be in attendance in order to discuss the way forward for the EMB.

8. AOB:

- CR volunteered to attend Ward panel meetings with the Police for the EMB.

CR

# EMB BOARD MEMBERS' CODE OF CONDUCT AND DECLARATION OF CONFLICTS OF INTEREST

## LANCASTER WEST EMB BOARD MEMBERS CODE OF CONDUCT

**Aim:** This code of conduct is intended as a way of ensuring that Board members maintain agreed standards and make clear how any potential conflicts of interest can be raised and dealt with. The responsibility of the Board encompasses trusteeship of public funds and the housing and care of a substantial number of people. Therefore, it is essential that the conduct of directors should give all our residents and partners confidence, show integrity, and be beyond reproach to avoid suggestions of influence due to improper motives at all times. Board members should familiarise themselves with the content of the Code, and ensure that they operate within it at all times.

**Process:** The code of conduct was developed by the Board through discussions with Board members. It has since been amended and revised by the Interim Chair and presented for adoption at the Board Meeting on 1<sup>st</sup> December 2009.

### EMB Values:

- We value people having a say in decisions that affect the running of their estate.
- We value the trust we have gained as elected representatives of the community we serve
- Through effective partnership working we respect all those who work with us.
- We strive for sustainable solutions in all that we do.
- We value working with integrity to build relationships based on trust and respect.
- We value diversity and constructive critical dialogue involving diverse views and opinions.
- We value our community identifying their own needs and aspirations and managing our community assets.
- We value the principles of democracy, social justice and equality.

### The Code of Conduct

1. Board members must never allow themselves to be compromised by, nor take advantage of, their relationships with residents.
2. The giving and receiving of hospitality should be avoided
3. Membership of the board is voluntary unless agreed in special circumstances. Board directors can claim for expenses for legitimate costs incurred whilst carrying out official duties as a board director.
4. Board members must ensure that they keep personal political activities totally separate from the Board's work.
5. Board members should act at all times within the organisations' Equality and Diversity Policy. It is the Lancaster West Estate Management Board's aim that everyone should always be treated fairly in every area of its work.
6. Board members must ensure that no preferential treatment is given or seen to be given to any contractor, consultant or supplier by separating their private purchasing from items or services purchased by the Estate Board.
7. Board members must abide by a Confidentiality clause and Data Protection clause and keep confidential personal information about residents, business information about other stakeholders or partners and confidential matters relating to the business and future plans of the Estate Management Board. Confidential information must not be disclosed to any unauthorised third party.

## EMB BOARD MEMBERS' CODE OF CONDUCT AND DECLARATION OF CONFLICTS OF INTEREST

8. All board members will be required to complete a Criminal Records Bureau check.
9. All board meetings must be conducted in a polite and business-like manner. Board members who are present at a meeting where an item which poses a conflict or duality of interest is being discussed should declare the interest for recording in the minutes.
10. Board members have special responsibilities for accountability, so their conduct and integrity must always be beyond reproach.
11. Failure to adhere to this Code of Conduct may damage the work of the Estate Management board, so will normally be viewed as a serious disciplinary matter to be dealt with in accordance with the organisations constitution. In the case of Local Authority nominees, failure to adhere to the Code will be referred to the Standards Committee.





# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LONDON W11 1TQ

A meeting of the Lancaster West Estate Management Board will be held on  
**Monday, 11 January 2010**, at 5.30pm in the **EMB Community Rooms, Lancaster  
West Estate, London W11.**

Apologies (please telephone [REDACTED])

## For Discussion/Decision

*Handwritten notes:*  
Kyr D  
staff still  
not done -  
house with  
PB  
+ CCN training

- 1 Welcome & apologies for absence
- 2 Declarations of interest
- 3 Welcome to new co-optee Board Members
- 4 Notes of meeting held on 01 December 2009
- 5 Presentation by Play Service – playground improvement
- 6 Matters arising
  - Constitution
  - Board Code of Conduct
  - Change of Board meeting date: June 2010
- 7 Key Performance Indicators
- 8 Strategy Away Day 9-30-3-30 4 Feb. @ highhouse
- 9 AOB

ENC1

ENC2

← 1861c

Notes of the meeting of the Lancaster West Estate Management Board held on  
01 December 2009

Present: Arvinda Gohil – Chair  
Roslyn Sylvester – Treasurer  
Councillor Judith Blakeman – Council appointed Board Member  
Councillor Iain Hanham – Council appointed Board Member

In attendance: Tony O'Hara – Area Manager LWEMB (minutes)  
Enid Bailey – Office Manager LWEMB

1. Apologies were received from:  
Teresa Miles – Secretary  
Keith Miles – Board Member  
Christine Richer – Board Member  
Geraldine Lord – Board Member

The meeting was not quorate and what follows is a note of the recommended decisions for the board to agree and endorse.

2. Declarations of Interest  
None noted.
3. Minutes of meeting held on 3 November 2009  
Read for accuracy and recommended for agreement to next meeting.
4. Matters Arising:
  - Newsletter. TO'H informed the meeting that due to Annual Leave of KCTMO Communication Manager a delay had occurred with regards to production of newsletter. A draft is to be prepared and circulated for comments week commencing 7 December 2009.
  - TARA – JB feedback that the LW Tenant & Resident Association (TARA) AGM was not quorate. Bernard De Mel of Morrison LTD

(newly appointed day to day contractor) attended and his introduction to Morrisons and their service seemed encouraging.

- Transfer of staff to service centre - TO'H is to meet with KCTMO HR, Customer Services Manager and Keith Holloway (Director of Customer Services) on Thursday 3 December 2009 to discuss the way forward in transferring two LWEMB staff to KCTMO call centre.
- Constitution - AG & JB meeting subsequent to this meeting to finalise amendments to LWEMB Constitution and to report back to LWEMB Board at January meeting.
- Amended Code of Conduct discussed and agreed that CRB checks should be included for all Board members. TO'H to commence investigations as to processes involved. IH pointed out that some thought must be given to inclusion of a paragraph stating that misconduct of Councillors could be referred to Standards Committee directly by LWEMB Chair. AG to re-draft the Code with the above two amendments.
- Skills Audit - AG informed meeting that training will be arranged post the Strategy Day on 4 February 2010. Laura Johnson and Pam Sedgwick of RBKC have confirmed attendance.
- Co-optees to the Board - AG informed the meeting that she had received four responses from the recent adverts for new Board Members. Unfortunately none of these were from residents on the estate. AG & TO'H met with Tim Fairhurst and AG would like to invite him to join January meeting. AG also requested for delegated authority to invite Bekie if he is off the same calibre as Tim Fairhurst – authority granted.

AG informed the meeting that she had met with Robert Bryans regarding co-option to the Board. AG requested input from meeting and it was agreed that Robert Bryan should not be invited to join the board.

5. TO'H presented information relating to KPIs and benchmarked against TMO – Complaints only. AG has requested TO'H to do some work on a Dashboard reporting card for LWEMB – January meeting.
6. TO'H to contact RBKC Regeneration team to discuss Resource Centre and possible uses or lets.



## 7. AOB

- 1 JB – reported that Councillor Mills and herself toured the Estate and feedback was generally favourable.
- 2 AG – queried if the EMB could support TARA further in their membership drive. TO'H to chase Resident Involvement Team in the first instance and to recommend if possible to postpone the next meeting to Spring 2010.

## EMB BOARD MEMBERS' CODE OF CONDUCT AND DECLARATION OF CONFLICTS OF INTEREST

### LANCASTER WEST EMB BOARD MEMBERS CODE OF CONDUCT

**Aim:** This code of conduct is intended as a way of ensuring that Board members maintain agreed standards and make clear how any potential conflicts of interest can be raised and dealt with. The responsibility of the Board encompasses trusteeship of public funds and the housing and care of a substantial number of people. Therefore, it is essential that the conduct of directors should give all our residents and partners confidence, show integrity, and be beyond reproach to avoid suggestions of influence due to improper motives at all times. Board members should familiarise themselves with the content of the Code, and ensure that they operate within it at all times.

**Process:** The code of conduct was developed by the Board through discussions with Board members. It has since been amended and revised by the Interim Chair and presented for adoption at the Board Meeting on 1<sup>st</sup> December 2009.

#### EMB Values:

- We value people having a say in decisions that affect the running of their estate.
- We value the trust we have gained as elected representatives of the community we serve
- Through effective partnership working we respect all those who work with us.
- We strive for sustainable solutions in all that we do.
- We value working with integrity to build relationships based on trust and respect.
- We value diversity and constructive critical dialogue involving diverse views and opinions.
- We value our community identifying their own needs and aspirations and managing our community assets.
- We value the principles of democracy, social justice and equality.

#### The Code of Conduct

1. Board members must never allow themselves to be compromised by, <sup>not</sup> take advantage of, their relationships with residents.

2. The giving and receiving of hospitality should be avoided

3. Membership of the board is voluntary unless agreed in special circumstances. Board directors can claim for expenses for legitimate costs incurred whilst carrying out official duties as a board director.

4. Board members must ensure that they keep personal political activities totally separate from <sup>the Board's</sup> work.

5. Board members should act at all times within the organisations Equality and Diversity Policy. It is the Lancaster West Estate Management Board's aim that everyone should always be treated fairly in every area of its work.

6. Board members must ensure that no preferential treatment is given or seen to be given to any contractor, consultant or supplier by separating their private purchasing from items or services purchased by the Estate Board.

7. Board members must abide by a Confidentiality clause and Data Protection clause and keep confidential personal information about residents, business information about other stakeholders or partners and confidential matters relating to the business and future plans of the Estate Management Board. Confidential information must not be disclosed to any unauthorised third party.

8. All board members will be required to complete a CRB check.

## EMB BOARD MEMBERS' CODE OF CONDUCT AND DECLARATION OF CONFLICTS OF INTEREST

9. All board meetings must be conducted in a polite and business-like manner. Board members who are present at a meeting where an item which poses a conflict or duality ~~of~~ interest is being discussed should declare the interest for recording in the minutes.

10. Board members have special responsibilities for accountability, so their conduct and integrity must always be beyond reproach.

11. Failure to adhere to this Code of Conduct may damage the work of the Estate Management board, so will normally be viewed as a serious disciplinary matter to be dealt with in accordance with the organisation's constitution. In the case of Local Authority nominees, failure to adhere to the Code will be referred to the Standards Committee.





# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LONDON W11 1TQ

A meeting of the **Lancaster West Estate Management Board** will be held on **Tuesday, 1 December 2009**, at **5.30pm** in the **EMB Community Rooms**, **Lancaster West Estate, London W11**.

Apologies (please telephone [REDACTED])

## For Discussion/Decision

- 1 Welcome & apologies for absence
- 2 Declarations of interest
- 3 Minutes of meeting held on 3 November 2009 ENC1
- 4 Matters arising
  - New repairs Contract
  - Constitution *Votes - must be more members than co-optees present*
  - Board Code of Conduct *+ CRB check + Me of IA standards etc*
  - Skills Audit/Training
  - Co-option new Board Members *Tim Fairhurst, Lambeth Homes*
  - Change of Board meeting dates: January & June 2010 *Send Tony best dates*
- 5 Key Performance Indicators
- 6 Lancaster West Resource Centre
- 7 AOB  
*Waltham*

**LWEMB**

**Meeting held on 3 November 2009**

Present: Arvinda Gohil - Chair  
Dougal Steward – Vice Chair  
Roslyn Sylvester - Treasurer  
Teresa Miles - Secretary  
Christine Richer – Board Member  
Keith Miles – Board Member  
Judith Blakeman – Councillor, Council appointed Board Member

In Attendance: Alasdair Manson – Head of Neighbourhood, KCTMO  
Andrea Johnson – Head of Repairs & Customer Service KCTMO  
Tony O'Hara – Area Manager Lancaster West (minutes)  
Enid Bailey – Office Manager Lancaster West

Apologies: Matthew Palmer – Councillor, Council appointed Board Member  
Geraldine Lord – Board Member

1. Declarations of interest

There were no declarations of interest.

2. Minutes of meeting held on 30 September 2009

Minutes approved for signature following correction of Councillor Iain Hanham's name.

3. Matters Arising

AG queried timescales for the production of an EMB Newsletter – board agreed this should be out by the end of November 2009

4. New Repairs Contract

AJ presented a power point presentation to the Board providing a comparison between KCTMO and LWEMB with regards to day to day operations/management of Repairs.

The Board were offered three Options as to the way forward:

Action by

TO'H

TO'H

1. The current arrangement is maintained.
2. LWEMB invest in new telephony in order to improve monitoring of performance.
3. Two LWEMB Administrative Staff (responsible for LWEMB call centre) are placed within KCTMO Contact Centre.

AG invited comments from the Board. General consensus that repairs on Lancaster West Estate have been problematic for many years and the service has been "poor" leaving residents dissatisfied.

AG invited comments from TO'H as Area Manager. TO'H stated that due to Lancaster West Estate Office being smaller it was more difficult to manage a service during sickness and annual leave. Two Administrative staff also have flexible working enabling them to commence work at 10am – leaving the call centre unmanned for 1.5 hours each morning. In conjunction with this it was very difficult for TO'H to extract management information with regards to individual performance and this negatively impacted upon the service.

AG requested delegated authority for herself and DS to commence negotiations for the transfer of administrative staff to KCTMO Customer Services Centre. Board agreed.

AG/DS

#### 5. Standing Orders/Financial Regulations

LWEMB currently do not have Standing Orders/Financial Regulations. AG tabled the proposal that LWEMB adopt KCTMO documents which have been reviewed and meet best practice.

#### 6. Draft Constitution

AG invited comments to the draft Constitution. JB highlighted the following which required review/input: page 3, page 6 (25% of membership), C16, C25.2, D1.7 (needs to be removed), D2, D5, D6, D10, & D10.2, D19, D27, D30, D32, E2, E3/4, E44 listed as items requiring further attention.

AG & JB tasked with reviewing draft Constitution and AG to present a revised Code of Conduct to next Board meeting.

AG/JB

#### 7. Skills Audit

AG unable to provide full report on skills audit as KM's details missing from the audit. TO'H tasked with ensuring KMs details forwarded to AG.

TO'H



#### 8. LWEMB Strategy Away Day

AG sought agreement for the strategic away day to be held on 4 February 2010 – 10am-4pm. TO'H to research and secure venue.

TO'H

#### 9. Chairs Report

AG reported on the training held on 16 October 2009 at EMB Community Rooms for Board members. On 23 October 2009 AG, TO'H, Keith Holloway – Director of Customer Services KCTMO and Ann Muchmore – RBKC, carried out an Estate Inspection and updated attendees as to recent estate works/projects arranged by TO'H. Advert for new Board Members placed in Guardian and local press. RS & TM have agreed to attend Notting Barns Safer Neighbourhoods team meeting 7 December 2009 at 6.30pm.

#### 10. AOB

- KM provided a report to Board on activities of Tenant & Resident Association.
- Board queried possibility of new dates for LWEMB meetings for January & June 2010.
- Board happy for AM & TO'H to investigate further procurement of new Pest Control contractors.
- The Lancaster West Resource Centre to be placed on next agenda.

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## Learn West Cms:

Laura, Pam, Geraldine, Dee, Judith

LJ: Concerns re governance, no AGM - June deadline, can it still function? Cl wd like it to continue & to support this ambition if poss; of use Plan B. Has long to have this chance? Do people want to be involved with the commitment? No functioning RA either - work needed. SRS has renewed performance - wants a bond mty to share with us.

Grace, repairing, no element a good thing, staff attitudes & discipline.

Plan A: bring in indep chair, long term - CUs avail. Put together plan - mty drive, recn of new Bd members, timetable, end date. Not few who get Chair, then agree to take - is it viable then? Ch = c 4 days per month - bond mty, + other work.

LJ to get Tony re conveying Bd mty, net 2-3 weeks, gets item appt indep chair - circulate CUs in advance.

Who are current Bd members? Will mty be possible?

1. appt indep chair - we can afford it.
2. mty drive - who will do it? & how? We have the
3. ~~agreed plan~~ AGM just money for draft leaflets & to keep legal, booky. cd employ students to deliver EGM re constitution etc.

Quorum? Whip enough Bd members to make quorum.

Timeframe, & for what? Rules/mng, criteria for successful governance.

Pam to clarify legal issues & send performance reqts for grace.

Performance standards?

6 months from bond mty that decs who to appt. 4 week time frame, from today.

Next AGM 3 months in & @ 6 months

Mid. Sept

~~late~~ Nov end

LJ to organise coming mty.



# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENELL TOWER LONDON W11 1TQ

A meeting of the Lancaster West Estate Management Board will be held on Tuesday, 3 November 2009, at 5.30pm in the EMB Community Rooms, Lancaster West Estate, London W11.

Apologies (please telephone [REDACTED])

## For Discussion/Decision

- |   |  |       |
|---|--|-------|
| 1 | Welcome and apologies for absence            |       |
| 2 | Minutes of meeting held on 30 September 2009 | ENC 1 |
| 3 | Matters arising                              |       |
| 4 | New Repairs Contract                         |       |
| 5 | Standing Orders/Financial Regulations        |       |
| 6 | LWEMB draft Constitution                     | ENC 2 |
| 7 | Skills Audit                                 | ENC 3 |
| 8 | LWEMB Strategy Day (Feb 2010)                |       |
| 9 | AOB  |       |

*7 pm  
to minutes  
Tenants' Review  
by Baseline*

## For Information

- |    |   |       |
|----|---|-------|
| 10 | HR Establishment                                  | ENC 4 |
| 11 | Chair's Report                                    |       |
| 12 | Safer Neighbourhood's Report                      | ENC 5 |
| 13 | Notting Hill Carnival Report                      | ENC 6 |
| 14 | LWEMB schedule of meetings                        | ENC 7 |
| 15 | RBKC response to proposed Allocations remodelling | ENC 8 |

*Dis + Teresa SNT Panel meeting*

*AOB - Green options  
NBW/  
youth engagement*

**Date of next meeting: 01 December 2009**

ENC. 1

**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**LWEMB – Minutes 30/09/2009**

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**TITLE OF MEETING**      **Board meeting**

**Date:**                      Wednesday 30 September 2009

**Venue:**                    EMB Community Rooms, Lancaster West Estate, London W11

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<b>Present:</b>	Teresa Miles (TM)	Secretary
	Ian Hanham	Councillor
	Roslyn Sylvester (RS)	Treasurer
	Geraldine Lord (GL)	Board Member
	Judith Blakeman (JB)	Councillor
	Dougal Steward (DS)	Vice Chair
	Arvinda Gohil (AG)	Chair
	Alasdair Manson (AM)	KCTMO
	Andrea Johnson	KCTMO
Sue Cullip	RBKC	

**Officer in Attendance:**    Tony O'Hara (TO'H)                      Area Manager (Minutes)

<b>Apologies:</b>	Christine Richer	Board Member
	Paul Steadman	Board Member
	Keith Miles	Board Member
	Robert Regan	Board Member

**ACTION**

1.0    Minutes of the EMB meeting 01/09/2009 Approved and Signed by Chair.

2.0    Matters Arising

2.1    AG informed the Board that RR & PS had been elected to the EMB Board whilst retaining service tenancies and responsible for Estate Services. The TMO have instructed RR & PS that there is a conflict of interest – being employees of KCTMO and being



	<u>ACTION</u>
Board Members LWEMB. They are therefore either required to step down from the Board or be redeployed elsewhere within KCTMO. They have until 05 October 2009 to formally respond to KCTMO with their decisions.	
Several Board members agreed with the position taken by KCTMO and await early resolution of this issue.	
<b>3.0    <u>New repairs Contract</u></b>	
3.1    AJ informed the meeting that the mobilisation of the new day to day contractors (Morrisons) was underway and whilst the timescales are challenging they will be fully operational by the end of December 2009 and the current contractors will be phased out over the same time period.	
3.2    AG asked if it would be possible for a more in depth meeting with AJ and a select group (AG, JB, DS & TO'H) to discuss the contract and Lancaster West. TO'H to liaise with AJ to set up a suitable meeting date.	AJ/TO'H
<b>4.0    <u>Allocations Service</u></b>	
4.1    SC précis'd the Borough's report specifying that it was the rationalisation of the service as duplication occurs between KCTMO and RBKC. The new RBKC service was being process mapped for a live start date for February 2010 and will result in savings of approximately £41k per annum.	
4.2    AG thanked SC for her attendance and reports that EMB are supportive of the proposed changes to the Service.	
<b>5.0    <u>Draft Revision to Constitution</u></b>	
5.1    Members of the Board had not had sufficient time to consider the draft constitution therefore agreed to defer for discussion at the next meeting.	All
<b>6.0    <u>Financial Regulations/Standing Orders</u></b>	
6.1    AG & TO'H to investigate whereabouts of Regulations & Standing Orders with RBKC and if not available, provide drafts for next meeting.	AG/TO'H
<b>7.0    <u>Board Members Skills Audit</u></b>	
7.1    The Skills audit questionnaire was recirculated with responses	ALL

**ACTION**

required by 02 October 2009 in order to feed into training by AG scheduled for 16 October 2009. In addition to this the skills audit will inform how co-optees are invited to join the board.

**8.0 Co-options to the Board**

- 8.1 AG advised that the situation with RR & PS would need to be resolved and the skills audited completed to identify gaps in knowledge/experience, before co-options were considered. AG
- 8.2 AG to draft an advertisement seeking experienced persons with Financial expertise for the Guardian and local newspaper and the Estate Newsletter. Selection of potential candidates to be delegated to the Chair and Vice Chair. AG

**9.0 Management Accounts**

- 9.1 AM & TO'H to meet to discuss LWEMB Budgets to unpick details of financial arrangements with KCTMO with particular attention being paid to £12,000 charge for leaseholders management by KCTMO. AM/TO'H
- 9.2 AG requested an HR report on LWEMB Staffing/Establishment TO'H

**10.0 Pest Control**

- 10.1 TO'H advised Board that Rentokil were supplying ad hoc services as their contract had expired. EMB needs to retender for Pest Control Services – this is dependant upon Financial Regulations and Standing Orders. AG & TO'H were delegated authority to progress tendering. AG/TO'H

**11.0 Resident Newsletter**

- 11.1 TO'H advised that a brief newsletter will be drafted for circulation on the Estate about the newly convened Board.

**12.0 AOB**

- 12.1 The EM Board requested a report on Safer Neighbourhood activity on the Estate. TO'H
- 12.2 The EM Board requested a report on Notting Hill Carnival Security TO'H
- 12.3 KM to provide a report on the Lancaster West Resident's Association KM

Agreed a correct record .....

Chair of the Board

The Lancaster West Management Association



ENC 2

HEALTH, HOUSING AND ADULT SOCIAL CARE  
TOWN HALL HORNTON STREET LONDON W8 7NX

EXECUTIVE DIRECTOR HEALTH HOUSING AND ADULT SOCIAL CARE  
JEAN DAINTITH

CHIEF HOUSING OFFICER  
LAURA JOHNSON

Ms Arvinda Gohill  
Chair – Lancaster West Estate Management Board  
c/o The Estate Office  
Grenfell Tower  
Lancaster West Estate  
Lancaster Road  
London W11

15 October 2009

My reference:  
Your reference:  
Please ask for: Sue Cullip

Dear Arvinda

#### **SERVICE TRANSFER – TMO ALLOCATIONS**

Thank you for inviting me to the Lancaster West Estate Management Board meeting on 30 September 2009.

I would like to confirm the Board's decision to support the service transfer of the TMO Allocations function to the Council and thank you and board members for the support shown during the meeting.

I am confident we will be able to deliver an improved service for tenants and I will be liaising closely with officers to ensure that the transition is as seamless as possible.

As you know, the transfer will necessitate a revision of both the TMO's Modular Management Agreement with the Council and that of the EMB with the Council, this is likely to be by Deeds of Variation, we will contact you further in due course on this matter once we have documents drafted.

If you or any of the board has any queries, please do not hesitate to contact me.

Yours sincerely

Sue Cullip  
Temporary Accommodation & Allocations Manager

CC: Pam Sedgwick - Housing Clientside Manager

Direct Line: [REDACTED]  
Fax:  
Email: [sue.cullip@rbkc.gov.uk](mailto:sue.cullip@rbkc.gov.uk)  
Web: [www.rbkc.gov.uk](http://www.rbkc.gov.uk)

## PCSO Safer Neighbourhood Project Update

Ward	Notting Barns
Month:	September 2009

### Priorities:

1. Theft from motor vehicles
2. ASB by youths (gangs of youths)
3. Youth Engagement.
4. Burglary.

### Actions from previous month:

- 1) 2 drop in street briefing 1/09/09 Car park Silchester Road Car park Outside Treadgold House Bomore Road
- 2) Drop in surgery Club House Frinstead House 28/09/09
- 3) 29/09/09 ADKC drop in Hate Crime surgery.
- 4) Operation Monel Ladbrooke Grove Tube.
- 5) Operation Laker Patrols Balfour Burleigh Estate.
- 6) Mosque patrols Ramadan
- 7) Targeted patrols for ASB by youths Robinson House, Hurst way Walk, Barandon Walk and Dixon House Darfield Way.
- 8) Targeted patrols to Waynflet Square re nuisance dogs.
- 9) Targeted patrols for dog fouling West Way sports centre.
- 10) Reassurance visits burglary victims Operation Spotlights.
- 11) Leaflet drops motor vehicle crime hotspots.
- 12) Leaflet drops burglary Silchester estate
- 13) Targeted patrols ASB by youths outside St Marks children's home and Allom Barlow House Clarendon Road smoking cannabis
- 14) Continued patrols of ASB hotspots.
- 15) Continued patrols of motor vehicle hotspots
- 16) Continued patrols dog fouling West Way sports Centre.
- 17) PRU patrols 1230pm 230pm weekdays.
- 18) Targeted burglary patrols of tower blocks Silchester Estate.
- 19) ASB conference 22/09/09 Whitlock Hse CASBAT re youths Hurstway Way Walk LWE.

Planned actions:

- 1) Continued patrols of ASB hotspots.
- 2) Continued patrols of motor vehicle hotspots
- 3) Monitoring of ASB issues around St Marks Close and Allom Barlow Houses, Clarendon Road
- 4) Continued patrols of Waynflet Square re nuisance dogs
- 5) Continued patrols dog fouling West Way sports Centre.
- 6) Continued targeted patrols for ASB by youths Robinson House, Hurst way Walk, Barandon Walk, Dixon House Darfield Way and PRU.
- 7) Op Monel Ladbroke Grove tube weekdays.
- 8) Drop in surgery Kensington Leisure Centre 26/10/2009.
- 9) ADKC hate crime drop in 27/10/09.
- 10) PRU patrols 1230 pm and 2 30 pm school days.
- 11) Targeted burglary patrols tower blocks Silchester Estate.

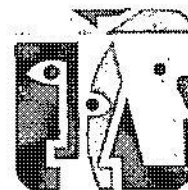

Date of last Ward Meeting
07/09/2009
Number in attendance
5



Brief Summary: see minutes

Date of next Ward Panel Meeting Monday 7th December 2009 6.30pm

ENC 2



**HOUSING  
FEDERATION**

**RULES of** Lancaster West Management Association  
Limited

*Registered under the Industrial &  
Provident Societies Act 1965*

**Register No.** 27648R

**MODEL RULES 2005 (Revised)**

## ***National Housing Federation***

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### **Acknowledgements**

*These model rules were written by Keith Jenkins of Bircham Dyson Bell, Solicitors. The author's thanks go to various people who commented on and improved the earlier drafts, and in particular to:*

*Members of the National Housing Federation's Lawyers' Group*

*Members of the National Housing Federation's Company Secretaries' Forum*

*Louise Hyde, The Housing Corporation*

*Ramona Taylor Financial Services Authority*

*Richard Reger, National Housing Federation*

*Miriam Lambert, National Housing Federation*

*Stephen Bull, National Housing Federation*



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**PART A****NAME AND OBJECTS****Name**

- A1 The name of the association shall be Lancaster West Management Association Limited ("the society").

**Objects**

- A2 The society is formed for the benefit of the community of the Lancaster West Estate in the Royal Borough of Kensington and Chelsea. Its objects shall be:
- A2.1 to provide housing, accommodation and assistance to help house people on the Lancaster West Estate, and to provide associated facilities and amenities;
  - A2.2 to provide effective management and maintenance of the estate and improve housing conditions; and,
  - A3.3 to involve the community in decisions made about the estate.

**Non-profit**

- A3 The society shall not trade for profit.
- A4 Nothing shall be paid or transferred by way of profit to members of the society.

**PART B****POWERS OF SOCIETY, BOARD AND MEMBERS****Powers**

- B1 The society shall have power to do anything that a natural or corporate person can lawfully do which is necessary or expedient to achieve its objects, except as expressly prohibited in these rules.
- B2 Without limiting its general powers the society shall have power to:
- B2.1 take or grant any interest in land, or carry out works to buildings;
  - B2.2 help any charity or other body not trading for profit in relation to housing;
  - B2.3 subject to rules F13, F14, and F15 borrow money or issue loan stock for the purposes of the society on such terms and on such security including floating charges as the society thinks fit; and
  - B2.4 subject to rule F16 invest the funds of the society.
- B3 The society shall not have power to receive money on deposit in any way which would require authorisation under the Banking Act 1987 or any other authority required by statute unless it has such authorisation

**Powers of the board**

- B4 The business of the society shall be directed by the board.
- B5 Apart from those powers which must be exercised in general meeting:



B5.1 by statute; or

B5.2 under these rules

all the powers of the society may be exercised by the board for and in the name of the society.

- B6 The board shall have power to delegate, in writing, the exercise of any of its powers to committees and to officers of the society on such terms as it determines. Such delegation may include any of the powers and discretions of the board.

#### Limited powers of members in general meeting

- B7 The society in general meeting can only exercise the powers of the society expressly reserved to it by these rules or by statute.

#### General

- B8 The certificate of an officer of the society that a power has been properly exercised shall be conclusive as between the society and any third party acting in good faith.
- B9 A person acting in good faith who does not have actual notice of any regulations shall not be obliged to see or enquire if the board's powers are restricted by such regulations.

### PART C

### MEMBERS AND GENERAL MEETINGS

#### Obligations of members

- C1 All members agree to be bound by the obligations on them as set out in these rules. When acting as members they shall act at all times in the interests of the society and, for the benefit of the community, as guardians of the objects of the society.

#### Nature of shares

- C2 The society's share capital shall be raised by the issue of shares. Each share has the nominal value of one pound which shall carry no right to interest, dividend or bonus.
- C3 Only shares held by the nominee of an unincorporated body (alone or jointly with other nominees) can be transferred and only to a new nominee (alone or jointly with other nominees).
- C4 When a member ceases to be a member or is expelled from the society, his or her share shall be cancelled. The amount paid up shall become the property of the society.

#### Nature of members

- C5 A member of the society is a person or body whose name and address is entered in the register of members.
- C6 The following cannot be members:
- C6.1 a person under the age of 16;

- C6.2 a person who has been expelled as a member, unless re-admitted by a resolution carried by a majority of not less than two-thirds of the members voting at a general meeting, in accordance with Rule C15.2a
- C7 A member can be the nominee of an unincorporated body. In such cases the register shall contain the name and address of the member, and shall designate the member as the nominee of a named unincorporated body. The address of the unincorporated body shall also be entered in the register if it differs from the address of the member nominee.
- C8 A corporate body can be a member. It can appoint an individual to exercise its rights at general meetings. Any such appointment shall be in writing, and given to the secretary.
- C9 No member shall hold more than one share and each share shall carry only one vote.
- C10 A share cannot be held jointly unless by nominees of an unincorporated body.

**Admission of members**

- C11 The board shall set review and publish its policies and objectives for admitting new members. The board shall only admit new members in accordance with such policies.
- C12 An applicant for a share shall apply in writing to the society's registered office:
- C12.1 setting out their qualification for being a member in accordance with the society's policies; and
- C12.2 pay the sum of one pound (which shall be returned to them if the application is not approved).
- C13 Every application shall be considered by the board in accordance with rule C11. The board has the power in its absolute discretion to accept or reject the application. If the application is approved the name of the applicant and the other necessary particulars shall be entered in the register of members. One share in the society shall be issued to the applicant.

**Ending of shareholding**

- C14 A member shall cease to be a member if:
- C14.1 they die; or
- C14.2 they are expelled under rule C15; or
- C14.3 they withdraw from the society by giving one month's notice to the secretary; or
- C14.4 they cease in the opinion of the Board to qualify for membership under the provisions of Rule C11; or
- C14.5 in the case of a body corporate it ceases to be a body corporate; or
- C14.6 in the case of the nominee of an unincorporated body, they transfer their share to another nominee of that body.
- C15 C15.1 A member may be expelled by a resolution carried by a majority of no less than two-thirds of those members voting at a general meeting of the society of which due notice has been given, provided that the grounds for expulsion have been specified in the notices calling the meeting and that the member whose expulsion is to be considered shall be given the opportunity to state her/his case to the meeting. If on due notice having been served the member fails to attend the meeting the meeting may proceed in the member's absence.

- C15.2 No member expelled from membership shall be re-admitted except by a resolution carried by a majority of not less than two-thirds of the members voting at any General Meeting of which due notice has been given.

**Annual general meeting**

- C16 The society shall hold a general meeting called the annual general meeting within six calendar months after the close of each of its financial years.
- C17 The functions of the annual general meeting shall be:
- C17.1 to receive the annual report which shall contain:
- the revenue accounts and balance sheets for the last accounting period
  - the auditor's report (if one is required by law) on those accounts and balance sheets
  - the board's report on the affairs of the society
- C17.2 to appoint the auditor (if one is required by law);
- C17.3 to elect board member if applicable;
- C17.4 to confirm that the society wishes to continue to manage the Lancaster West Estate;
- C17.5 to transact any other general business of the society set out in the notice convening the meeting including any business that requires a special resolution.

**Special general meetings**

- C18 All general meetings other than annual general meetings shall be special general meetings and shall be convened either:
- C18.1 upon an order of the board; or <sup>25%</sup>
- C18.2 upon a written requisition signed by ~~one tenth~~ <sup>50</sup> of ~~twenty-five~~ <sup>25%</sup> but not less than ~~three~~ <sup>40</sup> stating the business for which the meeting is to be convened; <sup>by 75%?</sup>
- C18.3 if within twenty-one days after delivery of a requisition to the secretary a meeting is not convened, the members who have signed the requisition may convene a meeting.
- C19 A special general meeting shall not transact any business that is not set out in the notice convening the meeting. <sup>Proceedings?</sup>

**Calling a general meeting**

- C20 All general meetings shall be convened by at least fourteen clear days' written notice posted or delivered or sent by fax or email to every member at the address fax number or email address given in the register of members. The notice shall state whether the meeting is an annual or special general meeting, the time, date and place of the meeting, and the business for which it is convened.
- C21 Any accidental failure to get any notice to any member shall not invalidate the proceedings at that general meeting. A notice or communication sent by post to a member at their address shown in the register of members shall be deemed to have arrived two days after being posted.



**Proceedings at general meetings**

- C22 Before any general meeting can start its business there must be a quorum present. A quorum is one-tenth of all members or 15 members, whichever is the lesser number, with a minimum number of six.
- C23 A meeting held as a result of a member's requisition will be dissolved if too few members are present half an hour after the meeting should begin.
- C24 All other general meetings with too few members will be adjourned until a day between fourteen and twenty-eight days after the date set for the original meeting, and notice shall be given to all members of the adjourned meeting as of the original meeting, except that the notice period may be reduced to seven clear days. If too few members are present within half an hour of the time the adjourned meeting should have started, those members present shall constitute a quorum and carry out the business of the meeting.
- C25 The chair of any general meeting can:
- C25.1 take the business of the meeting in any order that the chair may decide; and
- C25.2 ~~adjourn~~ the meeting if the majority of the members present in person ~~or by proxy~~ agree. An adjourned meeting can only deal with matters adjourned from the original meeting. An adjourned meeting is a continuation of the original meeting. The date of all resolutions passed is the date they were passed (as opposed to the date of the original meeting). There is no need to give notice of an adjournment or to give notice of the business to be transacted. *entry?*
- C26 At all general meetings of the society the chair of the board shall preside. If there is no such chair or if the chair is not present or is unwilling to act, the deputy chair (if any) shall chair the meeting, failing which the members present shall elect a member to chair the meeting. The person elected shall be a member of the board if one is present and willing to act.

**Voting**

- C27 Subject to the provisions of these rules or of any statute, a resolution put to the vote at a general meeting shall, except where a secret ballot is demanded or directed, be decided upon by a show of hands.
- C28 On a show of hands every member present shall have one vote. In the case of an equality of votes the chair of the meeting shall have a second or casting vote.
- C29 Unless a secret ballot is demanded (either before or immediately after the vote), a declaration by the chair that a resolution on a show of hands has been carried or lost, unanimously or by a particular majority, is conclusive. An entry made to that effect in the book containing the minutes of the proceedings of the society, shall be conclusive evidence of that fact.
- C30 Any question as to the acceptability of any vote whether on a show of hands or on a secret ballot shall be determined by the chair of the meeting, whose decision shall be final.
- C31 A secret ballot on a resolution may be demanded by any two members at a meeting or directed by the chair (and such demand or direction may be withdrawn). A secret ballot may be demanded or directed before or immediately after a vote on a show of hands, and in that case the resolution shall be decided by the ballot.

- C33 A secret ballot shall be taken at such time and in such manner as the chair shall direct. Every member shall have one vote. The result of such a ballot shall be deemed to be the resolution of the society in general meeting.

**PART D****THE BOARD****Functions**

D1

The society shall have a board (in these rules referred to as "the board") which shall direct the affairs of the society in accordance with its objects and rules and ensure that its functions are properly performed. Amongst its functions shall be to:

- D1.1 define and ensure compliance with the values and objectives of the society and ensure these are set out in each annual report;
- D1.2 establish policies and plans to achieve those objectives;
- D1.3 approve each year's accounts prior to publication and approve each year's budget;
- D1.4 establish and oversee a framework of delegation and systems of control;
- D1.5 agree policies and make decisions on all matters that create significant financial risk to the society or which affect material issues of principle;
- D1.6 monitor the society's performance in relation to these plans, budget, controls and decisions;
- ~~D1.7 appoint (and if necessary remove) the area manager (if any);~~
- D1.8 satisfy itself that the society's affairs are conducted in accordance with generally accepted standards of performance and propriety; and
- D1.9 take appropriate advice.

**Composition of the board**

D2

The board shall consist of between ~~3~~ and ~~6~~ elected board members and up to 6 persons co-opted in accordance with these Rules. Only members aged 18 or over shall be eligible for election to the Board.

D3

Except for co-optees only members can be board members.

D4

D4.1 The board shall in its annual report set out the obligations of every board member to the board and to the society. The board shall review and may amend the obligations of board members from time to time.

D4.2 No board member may act as such until they have signed and delivered to the board a statement, confirming that they will meet their obligations to the board and to the society. The board may vary the form of statement from time to time.

D4.3 Any board member who has not signed such statement without good cause within one month of election or appointment to the board shall immediately cease to be a board member.

D5

The board may appoint up to 6 co-optees to serve on the board. A co-optee may act in all respects as a board member, including voting and speaking at meetings of the



- board, but they may only attend and speak (but not vote) at general meetings of the society.
- D6 Not more than six co-optees can be appointed to the board or to any committee at any one time and at least half of the membership of the board or any committee must be elected board members.
- D7 The board must, if requested by the Royal Borough of Kensington and Chelsea, co-opt up to 3 nominees of the Council. If the board so decides, it may co-opt up to an additional 2 nominees of the Council, provided that the total number of Council nominees co-opted under this Rule is less than the total number of elected board members, with a minimum of 3. ?
- D8 Up to 3 other persons may be co-opted to the board to fill gaps in skills or experience identified by the board on terms to be agreed by the board, provided that the total number of co-optees, including those appointed under Rule D7, does not exceed 6. No board member appointed under this Rule may serve more than three years without a resolution in favour of their co-option being passed at a general meeting. A board member appointed under this Rule may be removed by a majority vote of the board.
- D9 In addition, the board may at any time co-opt any member to fill a casual vacancy on the board amongst the elected board members, provided that members so co-opted shall never exceed one third of the total board. Priority for co-option shall be given to members who were nominated but not elected at the previous AGM in order of number of votes cast. Any board member so appointed shall retire at the next AGM.
- D10 No one can become or remain a board member at any time if:
- D10.1 they are disqualified from acting as a director of a company for any reason; or
- D10.2 they have been convicted of an indictable offence within the last five years; or
- D10.3 they are not a member (unless they are a co-optee of the society or any other body whose accounts must be consolidated with those of the society); or
- D10.4 they have absented themselves from ~~four~~ <sup>3</sup> consecutive meetings of the board without special leave of absence from the board; 3?
- and any board member who at any time ceases to qualify under this rule shall immediately cease to be a board member.
- D11 A board member may be removed from the board
- D11.1 by a special resolution at a general meeting; or
- D11.2 by a resolution passed by three quarters of the board present, provided the following conditions are satisfied:
- at least fourteen days notice of the proposed resolution has been given to all board members; and
  - the notice sets out in writing the alleged breach(es) of the member's obligations in accordance with rule D4.1; and
  - the board is satisfied that the allegation(s) is or are true.

#### Election to the board

- D12 D12.1 At every annual general meeting not less than one third of the elected board members shall retire from office.
- D12.2 Board members forming the retiring third shall be those who have been longest in office since they were last elected or re-elected to the board. If the



choice is between people who became board members on the same day those to retire shall be chosen by lot if not agreed.

D12.3 Anybody appointed to fill a casual vacancy under rule D9 during the year and who retires for that reason shall not count towards the one third to retire.

D13 New Board members shall be elected as follows:

D13.1 Nominations for election to the Board shall be invited from all members of the Society by writing to them at the address recorded in the Register of Members not less than twenty-four days before the date set for the Annual General Meeting.

D13.2 Completed nomination forms must be received at the Registered Office of the Society not less than fourteen days before the date set for the Annual General Meeting. Nominations forms must be in a form agreed by the board and include: the name and address of the person being nominated; a signed statement by the person nominated of her/his willingness to stand for election and the reasons why the candidate believes he or she should be a board member; and the name, address and signature of the member making the nomination.

D13.3 The election shall be conducted by secret ballot in such a manner as the Board shall direct, provided that all members of the Society are given clear instructions regarding how they may participate in the election.

D13.4 Only members of the Society or representatives of organisations which are members may stand for election to the Board or may nominate persons to stand for election to the Board.

D14 If at an annual general meeting, the candidates for election as board members do not exceed the number of vacancies on the board the chair shall declare those candidates to have been duly elected. If the number of candidates exceeds the number of vacancies the meeting shall elect the board members by secret ballot in such a manner as the chair directs.

D15 In an election at a general meeting every member present shall have one vote for every vacancy but shall not give more than one vote to any one candidate.

D16 In casting their votes in an election, members shall endeavour to ensure that the board possesses the quality, skills and experience which the society has from time to time determined that it requires.

#### Quorum for the board

D17

D17.1 ~~Three~~ <sup>Five</sup> elected board members, or half of the board (whichever is lower) shall form a quorum. The board may determine a higher number.

D17.2 If the number and make up of board members falls below the number and make up necessary for a quorum, the remaining board members may continue to act as the board for a maximum period of two months and the provisions of D17.1 shall be suspended for that time. At the end of that time the only power that the board may exercise shall be to call a general meeting of the society to bring the number and make up of board members up to that required by these rules.

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**Board members' interests**

- D18 No board member, co-optee or member of a committee shall have any financial interest:
- D18.1 personally; or
  - D18.2 as a member of a firm; or
  - D18.3 as a director or other officer of a business trading for profit; or
  - D18.4 in any other way whatsoever
- in any contract or other transaction with the society, unless it is expressly permitted by these rules.
- D19 The society shall not pay or grant any benefit to anyone who is a board member or a co-optee or a member of a committee, unless it is expressly permitted by these rules.
- D20 Any board member, co-optee or member of a committee, having an interest in any arrangement between the society and someone else shall disclose their interest, before the matter is discussed by the board or any committee. Unless it is expressly permitted by these rules they shall not remain present unless requested to do so by the board or committee, and they shall not have any vote on the matter in question. Any decision of the board or of a committee shall not be invalid because of the subsequent discovery of an interest which should have been declared.
- D21 Every board member, co-optee and member of a committee shall ensure that the secretary at all times has a list of all other bodies in which they have an interest as:
- D21.1 a director or officer; or
  - D21.2 as a member of a firm; or
  - D21.3 as an official or elected member of any statutory body; or
  - D21.4 as the owner or controller of more than 2% of a company the shares in which are publicly quoted or more than 10% of any other company; or
  - D21.5 as the occupier of any property owned or managed by the society; or
  - D21.6 any other significant or material interest.
- D22 If requested by a majority of the board or members of a committee at a meeting convened specially for the purpose, a board member, co-optee or member of a committee failing to disclose an interest as required by these rules shall vacate their office either permanently or for a period of time.
- D23 The society may pay properly authorised expenses, when actually incurred on the society's business, and any remuneration as shall be approved by the board from time to time to board members, co-optees and members of committees.
- D24 A board member, co-optee or member of a committee shall not have an interest for the purpose of rules D18 to D20 as a board member, director, or officer of any other body whose accounts are or ought to be consolidated with the society's accounts.
- D25 Board members, co-optees or members of committees who are tenants of the society shall not have an interest for the purpose of rule D20 in any decision affecting all or a substantial group of tenants.
- D26 The grant of a tenancy by the society at the direction of another body to a board member, co-optee or member of a committee is not the grant of a benefit for the purpose of rule D19.

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**Meetings of the board**

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- 4
- D27 The board shall meet at least ~~three~~ <sup>4</sup> times every calendar year and may adjourn and otherwise regulate their meetings as they think fit. At least seven days written notice of the date and place of every board meeting shall be given by the secretary to all board members, nominees and co-optees.
- D28 Meetings of the board may be called by the secretary, or by the chair, or by two board members who give written notice to the secretary specifying the business to be carried out. The secretary shall send a written notice to all board members and co-optees to the board as soon as possible after receipt of such a request. The secretary shall call a meeting on at least seven but not more than fourteen days' notice to discuss the specified business. If the secretary fails to call such a meeting then the chair or two board members, whichever is the case, shall call such a meeting.

**Management and delegation**

- D29 The board may delegate any of its powers under written terms of reference to its committees or to officers or employees. Those powers shall be exercised in accordance with any written instructions given by the board.
- D30 The membership of any <sup>committee</sup> shall be determined by the board. Every committee shall include one board member ~~or co-optee to the board~~. The board will appoint the chair of any committee and shall specify the quorum.
- D31 All acts and proceedings of any committee shall be reported to the board.
- D32 No committee can incur expenditure on behalf of the society unless at least one board member ~~or co-optee~~ of the board on the committee has voted in favour of the resolution and the board has previously approved a budget for the relevant expenditure.

**Miscellaneous provisions**

- D33 All decisions taken at a board or any committee meeting in good faith shall be valid even if it is discovered subsequently that there was a defect in the calling of the meeting, or the appointment of the members at a meeting.
- D34 A resolution in writing sent to all board members or all members of a committee and signed by three quarters of the board members or three quarters of the members of a committee shall be as valid and effective as if it had been passed at a properly called and constituted meeting of the board or committee.
- D35 Meetings of the board can take place in any manner which permits those attending to hear and comment on the proceedings.
- D36 A board member acting in good faith shall not be liable to the society for any loss.
- D37 Notice may be given to board members by post or fax or email at the last address for such communication given to the secretary. The accidental failure to give notice to a board member or the failure of the board member to receive such notice shall not invalidate the proceedings of the board.



**PART E****CHAIR, AREA MANAGER, SECRETARY  
AND OTHER OFFICERS****The chair and other officers**

- E1 The society shall have a chair who shall also chair board meetings and shall be elected by the board.
- E2 The chair on election shall hold office until the commencement of the first board meeting after the next annual general meeting of the society (or until the chair resigns as chair). The first item of business for any board meeting when there is no chair or the chair is not present shall be to elect the chair. The chair shall at all times be a *elected* member and a board member and cannot be an employee. In the case of an inequality of votes, the chair shall have a casting vote. *elected member*
- E3 The chair of the society may be removed at a board meeting called for the purpose provided the resolution is passed by at least two thirds of the members of the board at the meeting.

**The chair's responsibilities**

- E4 The chair shall seek to ensure that:
- E4.1 the board's business and the society's general meetings are conducted efficiently;
  - E4.2 all board members are given the opportunity to express their views;
  - E4.3 a constructive working relationship is established with, and support provided for the ~~chief executive~~ (if any);
  - E4.4 the board delegates sufficient authority to its committees, the chair, the area manager (if any), and others to enable the business of the society to be carried on effectively between board meetings;
  - E4.5 the board receives professional advice when it is needed;
  - E4.6 the society is represented as required; and
  - E4.7 the society's affairs are conducted in accordance with generally accepted codes of performance and propriety.
- E5 The chair shall seek to ensure that there is a written statement of the chair's responsibilities which shall be agreed with the board, and reviewed from time to time.

**The area manager**

- E6 The society may have a area manager appointed by the board. The area manager shall be appointed on a written contract of employment which shall include a clear statement of the duties of the area manager. *no - TMO*

**The secretary**

- E7 The society shall have a secretary who shall be appointed by the board and who may be an employee. The secretary shall in particular:

- E7.1 summon and attend all meetings of the society and the board and keep the minutes of those meetings; and
- E7.2 keep the registers and other books determined by the board; and
- E7.3 have charge of the seal of the society; and
- E7.4 be responsible for ensuring the compliance of the society with these rules.

**Other officers**

- E8 The board may designate as officers such other board members, executives, internal auditor and staff of the society on such terms as it from time to time decides.

**Miscellaneous**

- E9 Every officer or employee shall be indemnified by the society for any amount reasonably incurred in the discharge of their duty.
- E10 Except for the consequences of their own dishonesty or gross negligence no officer or employee shall be liable for any losses suffered by the society.

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**PART F****FINANCIAL CONTROL AND AUDIT**

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**Auditor**

- F1 The society if required by law to do so shall appoint an auditor to act in each financial year. They must be qualified as provided by Section 7 of the Friendly and Industrial & Provident Societies Act 1968 as amended by the Companies Act 1989.
- F2 The following cannot act as auditor:
- F2.1 an officer or employee of the society;
  - F2.2 a person employed by or employer of, or the partner of, an officer or employee of the society.
- F3 An auditor must be appointed by resolution at a general meeting.
- F4 The society's first auditor shall be appointed at a general meeting within three months of its registration or when first required by law to do so, whichever is the later. The board may make the appointment if no meeting is held within three months of the due date. The board may appoint an auditor to fill a casual vacancy.
- F5 Where an auditor is appointed to audit the accounts for the preceding year, they shall be re-appointed to audit the current year's as well unless:
- F5.1 a general meeting has appointed someone else to act or has resolved that the auditor cannot act; or
  - F5.2 the auditor does not want to act and has told the society so in writing; or
  - F5.3 the person is not qualified or falls within rule F2 (above); or
  - F5.4 the auditor has become incapable of acting; or
  - F5.5 notice to appoint another auditor has been given.

- F6 F6.1 Not less than twenty eight days' notice shall be given for a resolution to appoint another person as auditor, or to forbid a retiring auditor being re-appointed.
- F6.2 The society shall send a copy of the resolution to the retiring auditor and also give notice to its members at the same time and in the same manner, if possible.
- F6.3 If not, the society shall give notice by advertising in a local newspaper at least 14 days before the proposed meeting. The retiring auditor can make representations to the society which must be notified to its members under Section 6 of the Friendly and Industrial and Provident Societies Act 1968.

**Auditor's duties**

- F7 The findings of the auditor shall be reported to the society, in accordance with Section 9 of the Friendly and Industrial and Provident Societies Act 1968.
- F8 The board shall produce the revenue account and balance sheet audited by the auditor, if required, and the auditor's report, if required, at each annual general meeting. The board shall also produce its report on the affairs of the society which shall be signed by the person chairing the meeting which adopts the report.

**Accounting requirements**

- F9 The end of the accounting year must be a date allowed by the Financial Services Authority.
- F10 The society shall keep proper books of account detailing its transactions, its assets and its liabilities, in accordance with Sections 1 and 2 of the Friendly and Industrial and Provident Societies Act 1968.
- F11 The society shall establish and maintain satisfactory systems of control of its books of account, its cash and all its receipts and payments.

**Annual returns and balance sheets**

- F12 Every year, within the time specified by legislation, the secretary shall send the society's annual return to the Financial Services Authority. The return shall be up-to-date to the time specified in the Act, or such other date allowed by the Financial Services Authority. The annual return shall be accompanied by the auditor's reports, if required, for the period of the return and the accounts and balance sheets to which it refers.

**Borrowing**

- F13 The total borrowings of the society at any time shall not exceed £100 thousand (one hundred thousand pounds) or such a larger sum as the society determines from time to time in general meeting.
- F14 The rate of interest payable at the time terms of borrowing are agreed on any money borrowed shall not exceed the rate of interest which, in the opinion of the board, is reasonable having regard to the terms of the loan. The board may delegate the determination of the said interest rate within specified limits to an officer, board member or a committee.
- F15 F15.1 In respect of any proposed borrowing, for the purposes of rule F13, the amount remaining un-discharged of any deferred interest or index-linked monies



previously borrowed by the society or on any deep discounted security shall be deemed to be the amount required to repay such borrowing in full if such pre-existing borrowing became repayable in full at the time of the proposed borrowing; and

- F15.2 For the purposes of rule F13 in respect of any proposed borrowing intended to be on index-linked or on any deep discounted security the amount of borrowing shall be deemed to be the proceeds of such proposed borrowing receivable by the society at the time of the proposed borrowing.

#### Investment

- F16 The funds of the society may be invested by the board in such manner as it determines.

### PART G

#### MISCELLANEOUS AND STATUTORY, REGISTERED OFFICE AND NAME

- G1 The society's registered office is: Lancaster West Estate Office, Grenfell Tower, Grenfell Road London W11 1TQ

- G2 The society's registered name must:

- G2.1 be placed prominently outside every office or place of business; and  
G2.2 be engraved on its seal; and  
G2.3 be stated on its business letters, notices, adverts, official publications, cheques and invoices.

#### Disputes

- G3 G3.1 Any dispute on a matter covered by the rules shall be dealt with in the County Court if the dispute is between:
- the society and an officer; or
  - the society and a member; or
  - the society and a person claiming to be a member; or
  - the society and a person who was a member in the last six months.
- G3.2 Alternatively, such dispute can be resolved by an arbitrator if both parties to the dispute agree. If they do not agree the dispute shall be dealt with in the County Court.
- G3.3 The arbitrator's decision is binding. No appeal is allowable. No court of law can alter it, but it can be enforced by a County Court.
- G3.4 The arbitrator's decision on the costs of the arbitration is binding.

Minutes, seal, registers and books

- G4 The minutes of all general meetings and all board and committee meetings shall be recorded, agreed by the relevant subsequent meeting and signed by whoever chairs the meeting and kept safe.
- G5 The secretary shall keep the seal. It shall not be used except under the board's authority. It must be affixed by one board member signing and the secretary countersigning or in such other way as the board resolves. The board may in the alternative authorise the execution of deeds in any other way permitted.
- G6 The society must keep at its registered office:
- G6.1 the register of members showing:
- the names and addresses of all the members; and
  - a statement of all the shares held by each board member and the amount paid for them; and
  - a statement of other property in the society held by the member; and
  - the date that each member was entered in the register of members.
- G6.2 a duplicate register of members showing the names and addresses of members and the date they became members.
- G6.3 a register of the names and addresses of the officers, their offices and the dates on which they assumed those offices as well as a duplicate.
- G6.4 a register of holders of any loan.
- G6.5 a register of mortgages and charges on land.
- G6.6 a copy of the rules of the society.
- G7 The society must display a copy of its latest balance sheet and auditors report (if one is required by law) at its registered office
- G8 The society shall give to all members on request copies of its last annual return with the auditor's report (if one is required by law) on the accounts contained in the return, free of charge.
- G9 The secretary shall give a copy of the rules of the society to any person on demand who pays such reasonable sum as permitted by law.

#### Statutory applications to the FSA ?

- G10 Ten members can apply to the Financial Services Authority to appoint an accountant to inspect the books of the society, provided all ten have been members of the society for a twelve month period immediately before their application.
- G11 The members may apply to the Financial Services Authority in order to get the affairs of the society inspected or to call a special general meeting. One hundred members, or one-tenth of the members, whichever is the lesser, must make the application.

#### Amendment of rules

- G12 G12.1 The rules of the society may be rescinded or amended.
- G12.2 The rules may only be amended by a resolution put before the general meeting by the board and approved by at least two thirds of the board prior to the general meeting.
- G12.3 Rules A2; A3; A4; B1; B2; B3; C2; C3; D17; D27; G12 and G14 can only be amended or rescinded by three fourths of the votes cast at a general meeting.

Any other rule can be rescinded or amended by two thirds of the votes cast at a general meeting.

- G12.4 Amended rules shall be registered with the Financial Services Authority as soon as possible after the amendment has been made. An amended rule is not valid until it is registered.

#### **Dissolution**

- G13 The society may be dissolved by a three fourths majority of members who sign an instrument of dissolution in the form prescribed by Treasury Regulations; or -wound up in a manner provided by the Act.
- G14 G14.1 If on the winding up or dissolution of the society any of its assets remain to be disposed of after its liabilities are satisfied, the assets shall not be distributed among the members, but shall be transferred to one or more organisations with objects similar to those of the Society as may be decided by the members at or before the time of the winding up or dissolution.
- G14.2 If no such institution exists, the property shall be transferred or given to a body with charitable objects.

#### **Interpretation of terms**

- G15 In these rules, including this rule, unless the subject matter or context are inconsistent:-
- G15.1 words importing the singular or plural shall include the plural and singular respectively;
- G15.2 words importing gender shall include the male and female genders;
- G15.3 any reference to an Act shall include any amendment or re-enactment from time to time;
- G15.4 "amendment of rules" shall include the making of a new rule and the rescission of a rule, and "amended" in relation to rules shall be construed accordingly;
- G15.5 "the society" shall mean the society of which these are the registered rules;
- G15.6 "board" shall mean the board appointed in accordance with Part D and "board member" or "member of the board" shall mean a member of the board for the time being but shall not include a person co-opted to the board under rule D.5;
- G15.7 "officer" shall include the chair and secretary of the society and any board member for the time being and such other persons as the board may appoint under rule E8;
- G15.8 "persons claiming through a member" shall include their personal representatives and also their nominees where a nomination has been made;
- G15.9 "property" shall include all real and personal estate (including loan stock certificates, books and papers);
- G15.10 "register of members" means the register kept in accordance with rule G6.1;
- G15.11 "secretary" means the officer appointed by the board to be the secretary of the society or other person authorised by the board to act as the secretary's deputy;
- G15.12 "member" shall mean one of the persons referred to in rule C5 and means "member" as defined by the Act;



- G15.13 "tenant" means a person who alone or jointly with others hold a tenancy, lease or licence to occupy the society's premises for residential use or the premises of any body whose accounts must be consolidated with the society;
- G15.14 "the Act" shall mean the Industrial and Provident Societies Acts 1965 to 1975;
- G15.15 "these rules" shall mean the registered rules of the society for the time being;
- G15.16 references to any provision in any Act shall include reference to such provision as from time to time amended, varied, replaced, extended or re-enacted and to any orders or regulations made under such provision;
- G15.17 "special resolution" means a resolution at a general meeting passed by a two thirds majority of all members who vote in person or by proxy.

National Housing Federation

2005

**INDUSTRIAL AND PROVIDENT SOCIETIES ACT 1965**

**Acknowledgement of Registration of Society**

Register No. ....R

..... Limited

is this day registered under the Industrial and Provident Societies Act 1965.

Dated ..... (Seal of Central Office)

Copy kept ..... Financial Services Authority

1. .... Member

2. .... Member

3. .... Member

..... Secretary

**Lancaster West Estate Management Board****Skills Audit**Introduction

The board agreed in September to carry out a skills audit in order to understand what skills were available on the board. The audit will be used to develop a training programme for the board as well as inform the skills required on the board.

Unfortunately not all board members have completed the audit, so it is difficult to ascertain all the skills available in the group.

Evaluation of the skills

At the board meeting on the 3<sup>rd</sup> November, we need to consider the returns and identify the areas requiring priority attention. We need to also consider any additional skills we need on the board and how these can be sought.

I would urge all those who have not responded to the skills audit, to do so before the next meeting so that we are able to see the complete picture.

Arvinda Gohil  
Chair



# EMB BOARD SKILLS MATRIX JUNE 2009

RESPONSE	AG	JB	DS	TM	GL	CR	RS
No.	1	2	4	5	6	7	8
General Experience							
1 Speaking up in a group discussion	4	4	3	3	3	3	3
2 Team working	4	4	3	3	3	3	3
3 Committee working	4	4	3	3	2	3	3
4 Giving a presentation	4	4	3	3	3	3	2
5 Chairing a meeting	4	4	3	2	1	3	3
6 Leadership	4	4	3	2	1	3	3
7 Reading technical reports and commenting on them	3	3	2	1	1		2
8 Interviewing	4	4	3	2	1		3
9 Able to speak other languages	4	4	1	1	2		1
<b>Work of the TMO</b>							
10 Knowledge of the area served by the TMO	2	4	2	2	2	2	2
11 Residents' needs and concerns	2	4	2	2	2		1
12 What the Council is responsible for and its role as landlord	3	4	2	2	2	2	1
13 What the TMO is responsible for and its role as housing manager	4	4	2	2	2	2	1

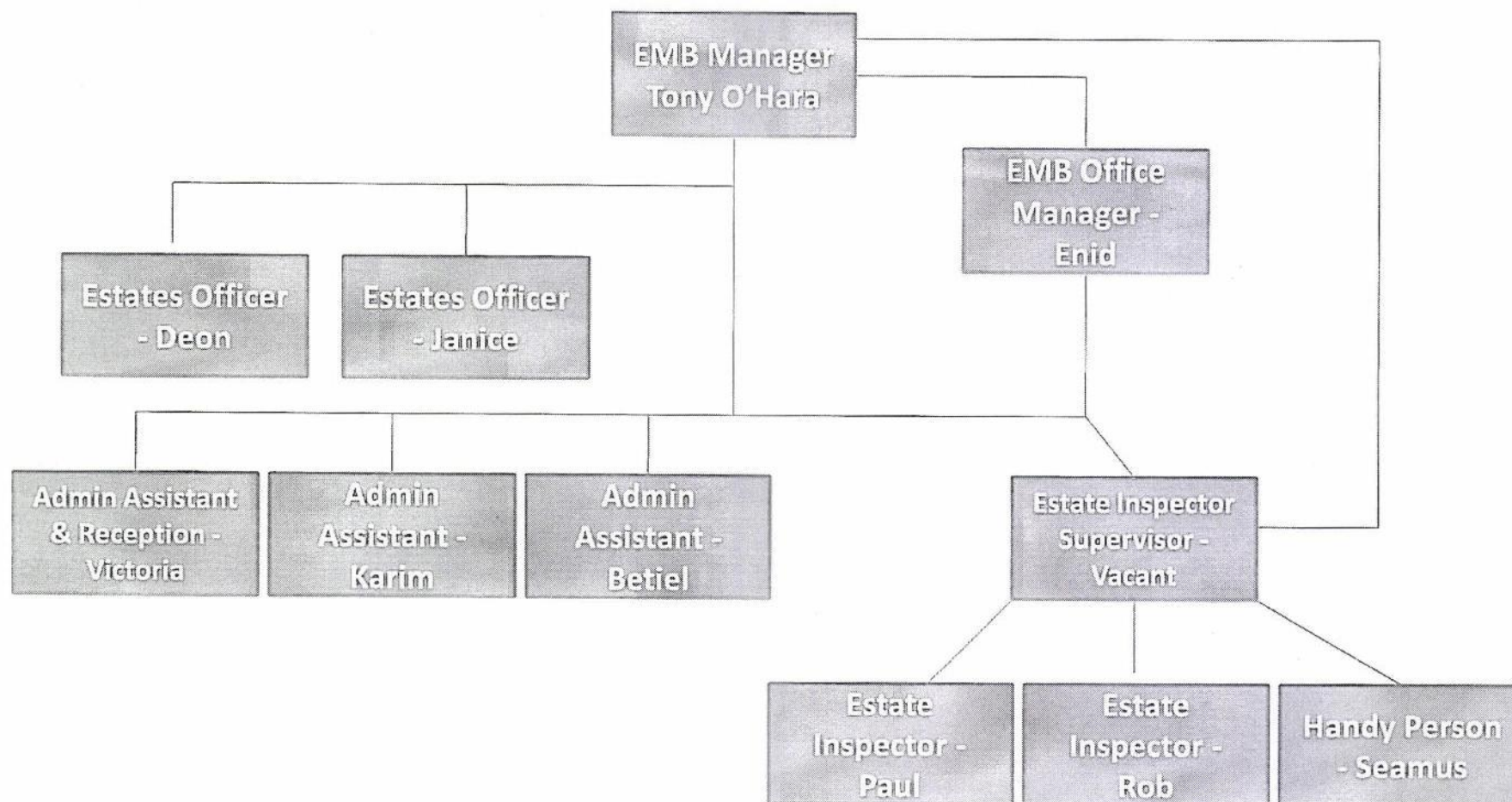
EMB BOARD SKILLS MATRIX JUNE 2009								
	AG	JB	DS	TM	GL	CR	RS	
14 Local communities that interact with the TMO & community issues	2	4	2	2	2	2	2	1
<b>Housing</b>								
15 The social housing operating framework and regulation	4	3	1	2	1			1
16 Strategic future of ALMO & housing stock	4	2	1	2	2	1	1	1
17 Housing management	4	2	1	2	1	1	1	1
18 Housing development and asset management	4	2	1	1	1	1	1	1
19 Housing maintenance	4	2	1	2	1	2	1	1
20 Housing finance	4	2	1	1	1			1
21 Homelessness	4	3	1	2	2	2	1	1
22 Diversity & equality issues	4	3	2	2	3	2	1	1
<b>Technical</b>								
23 Strategic planning	4	3	1	1	1	1	1	1
24 Business planning & risk management	4	2	2	1	1	1		
25 Human resources, employment & personnel issues	4	4	1	2	1	1	1	1

X

EMB BOARD SKILLS MATRIX JUNE 2009								
	AG	JB	DS	TM	GL	CR	RS	
26 Financial management, audit, reporting and control	4	2	1	1	1		1	1
27 Treasury management (borrowing and investment)	4	2	1	1	1		1	1
28 Information technology	4	3	3	3	2		2	2
29 PR, media and communications	4	3	2	3	1		2	1
30 Legal knowledge relevant to housing.	4	2	1	1	1		1	1
31 Training	4	3	1	2	2			2
<b>KEY: 1= Little or no experience</b> <b>2= Basic understanding</b> <b>3=Experienced</b> <b>4=High level of specialist knowledge</b>								



# Existing EMB Structure





# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENFELL TOWER LONDON W11 1TQ

ENC 7

## Lancaster West Estate Management Board

### Schedule of Meetings:

- |   |                  |                |
|---|------------------|----------------|
| 1 | 12 January 2010  | ND             |
| 2 | 09 February 2010 | ✓              |
| 3 | 09 March 2010    | ✓ PAC Critical |
| 4 | 13 April 2010    | ✓ PAC          |
| 5 | 11 May 2010      | ✓              |
| 6 | 08 June 2010     | X              |



# LANCASTER WEST ESTATE MANAGEMENT BOARD

ESTATE OFFICE GRENELL TOWER LONDON W11 1TQ

*Training  
16 October  
morning 10-1  
GMB Rooms*

## LWEMB MEETING

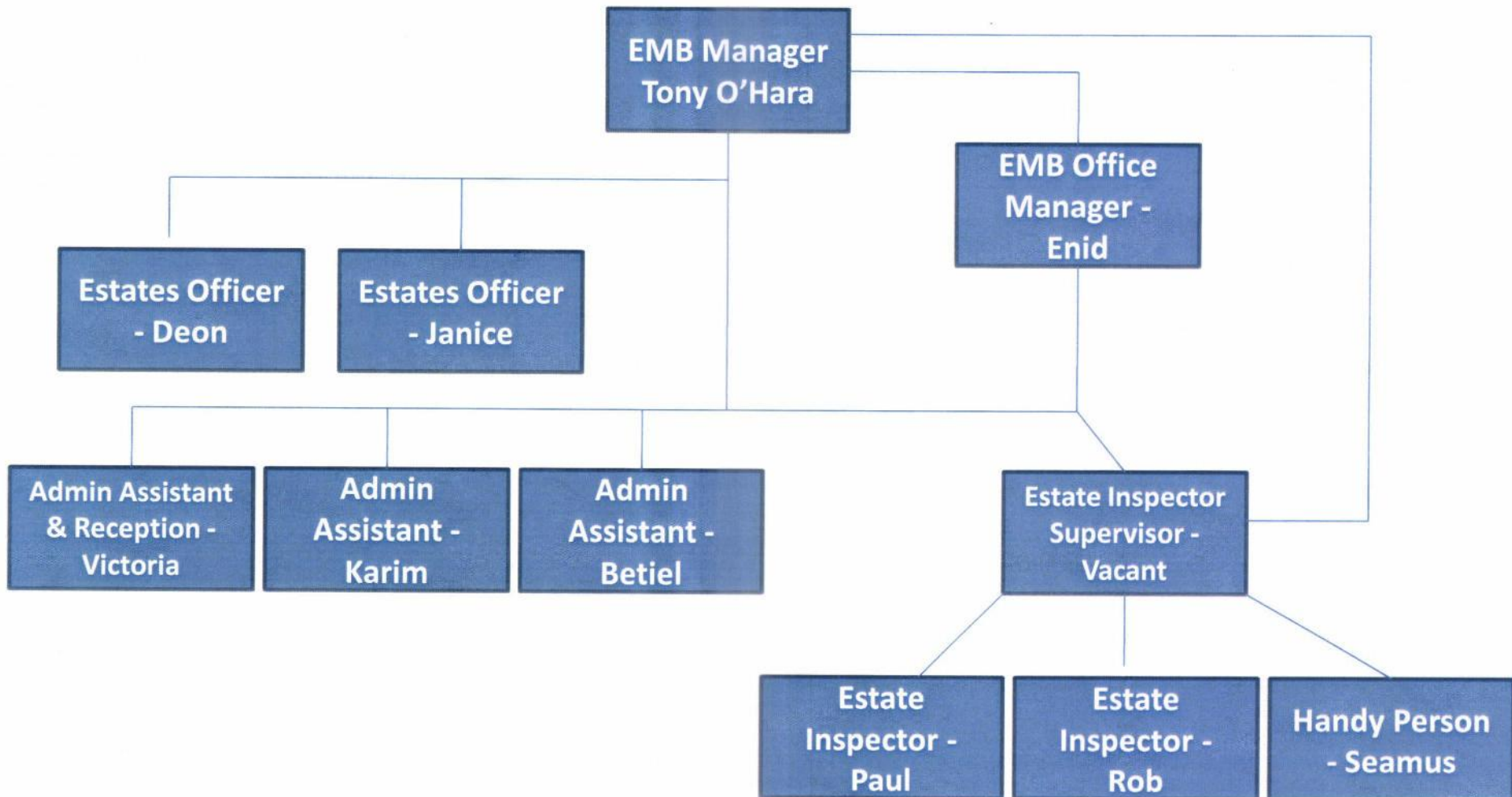
**WEDNESDAY 30 SEPTEMBER 2009 at 5.30pm**

### AGENDA

- 1 Apologies
- 2 Minutes of last meeting
- 3 Matters arising
- 4 Proposed transfer of Allocations from KCTMO to RBKC - Sue Cullip RBKC
- 5 New Repairs Contract - Andrea Johnson KCTMO
- 6 Revised Constitution for LWEMB
- 7 Financial regulations
- 8 Standing Orders
- 9 Report on Skills Audit
- 10 Co-options to the Board
- 11 Key Performance Indicators (PIs)
- 12 Management Accounts for Q1
- 13 Pest Control contract
- 14 Resident Newsletter
- 15 Chairs Report
- 16 AOB



# Existing EMB Structure



## NEWS PEOPLE

A pictorial look at the events from the heart of your community...

# Super heroes make an impression

**NOTTING HILL:** Mayor gives his blessing to colourful mural with its positive messages

by **Ellie Dyer**  
 elledyer@trinitysouth.co.uk

A MURAL painted by hard-working youngsters was officially unveiled on the Lancaster West Estate in Notting Hill last Wednesday.

Mayor of Kensington and Chelsea, Councillor Timothy Coleridge, joined young people, residents and officials from the Tenant Management Organisation and Rugby Portobello Trust to celebrate the occasion.

The wall was painted this summer by 20 youngsters and shows graffiti-style super heroes surrounded by positive phrases such as 'the sky's the limit' and 'achieve'.

It is hoped it will be a positive message to young people in the Latimer Road area.

■ **KEEN:** Dillon Reilly, ■ was involved in the project  
 L0080909imggra05

■ **FINER POINTS:** Jezul Sarmiento, ■ shows Mayor, Councillor Timothy Coleridge, a detail of the mural  
 L0080909imggra11

■ **PALS:** Reece Clarke, (left) and Charlie Collins, ■  
 L0080909imggra12

■ **LINE-UP:** (From left) organiser Rupert Taylor, Mayor Timothy Coleridge, and artist Mike Ballard  
 L0080909imggra10

■ **PROUD:** Marvin West, ■ another of the young artists  
 L0080909imggra06

■ **YOUNG ARTIST:** Chiron Hayman-Lynch, ■  
 L0080909imggra03

■ **THEY HELPED:** Jake Patten, ■ (above) and Katie Young, ■  
 L0080909imggra04  
 L0080909imggra07

■ **DOUBLY IMPRESSED:** Twins Katriona (left) and Courtney Reilly, ■  
 L0080909imggra08

■ **TEAMWORK:** The Mayor with organisers and youngsters in front of the newly-opened graffiti wall at Lancaster West Estate  
 L0080909imggra10

Want your event covered? Email [newswestlondon@trinitysouth.co.uk](mailto:newswestlondon@trinitysouth.co.uk) or call ■

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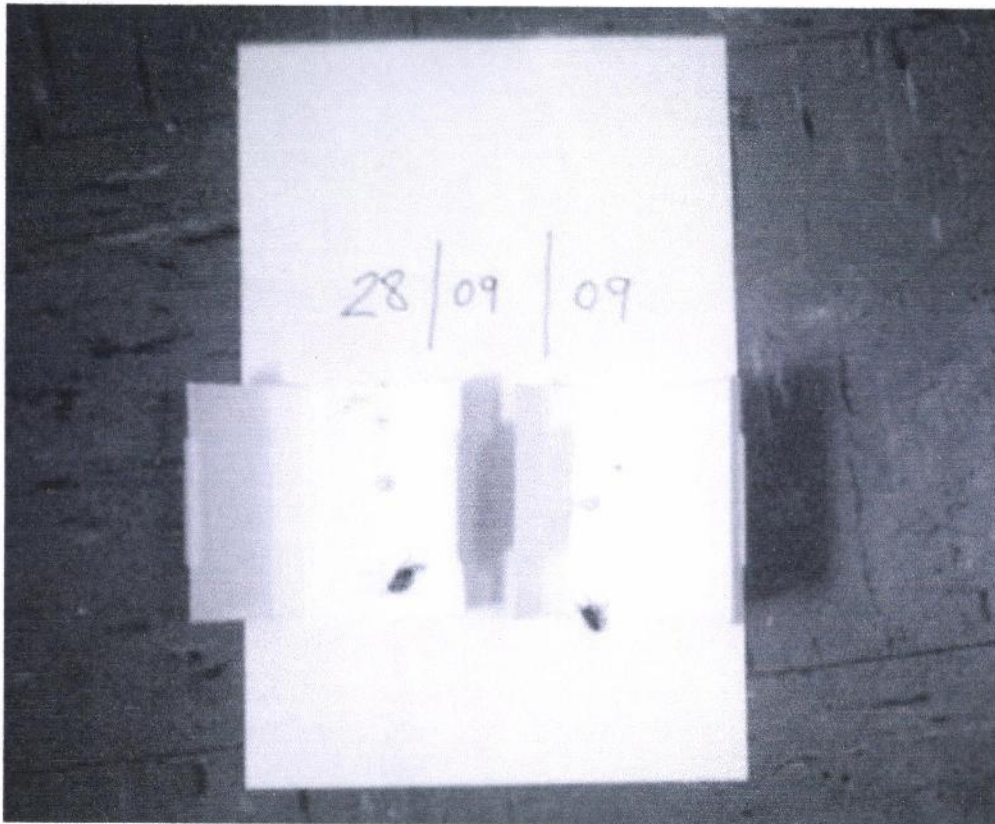
Tel: ■

The London Newspaper Group, 93 Staines Road, Hounslow, TW3 3JB



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**£9.<sup>50</sup>**





### 13 months of continuous cockroach infestation at [REDACTED]

The photograph above was taken on 29/09/2009 in the first floor landing area. It shows two Rentokil bait-traps each containing one trapped cockroach.

Cockroach infestation of these premises was first reported by me to Lancaster West Estate Office in August 2008 and the infestation has been continuous since then despite repeated complaints I have made and regular feedback I have provided to the estate office. My complaints have invariably been dismissed and my feedback either disbelieved or disregarded, despite clear evidence on site of continuing cockroach infestation throughout the period.

The infestation appears to have started in the external bin-chamber and soon spread into the building proper, initially to the ground floor corridor area, and spreading from there into both ground floor dwellings. There have been continuous signs of infestation in the landings corridors and stairwells since October 2008.

In early November 2008 the Area Manager ordered a block treatment. Several individual dwellings were treated, either preventatively or for actual infestation, but the block treatment was never fully or systematically implemented. This is best evidenced by the continued presence of active infestation, currently in the first floor area.

In February 2009 the first floor landing area was identified as a problem area with constant signs of cockroach activity. This suggested an association with infestation of one of the two dwellings on that level. In March 2009 one of the flats on this level was accessed for the first time and found to be heavily infested.

One might have expected Rentokil and estate office staff finally to get their act together at this point to deal promptly and effectively with this last pocket of infestation. The dwelling in question was subsequently accessed and treated on at least one occasion, but clearly wasn't followed up properly, as signs of infestation continued in the landing area, apparently due to cockroaches continuing to emerge from the dwelling. The Area Manager then wrote to all



residents in early August 2009 announcing a second block treatment but there is little evidence that this has actually happened. Cockroaches are apparently still emerging from the infested dwelling identified in March, suggesting that six months on it has still not been successfully treated.

My complaints during 2008 having been arbitrarily dismissed by the Area Manager, I appealed to the (then) Chair of the EMB and one of the EMB councillors, both of whom I had kept copied in to all correspondence. However there seemed to be no formal second stage complaints process, and this was then compounded by an unwillingness to pursue my complaints informally with any vigour. I consequently received no feedback (written or otherwise) to indicate any progress. In desperation I finally complained to the TMO. The outcome of that process was (predictably) another whitewash. Furthermore, serious allegations, including an allegation of deliberate falsehood, which I had made against the Area Manager were completely ignored by the TMO (as they had earlier been by Chair and Councillor), even though I offered substantial evidence, including named witnesses some of whom were EMB board members.

In conclusion I must say that I am both astonished and appalled by my experiences over these past thirteen months, and by the lack of support I have received from the EMB in trying to confront the issues. I also have reason to believe there has been a whispering campaign intended to discredit me. At one point I made a specific complaint to the Area Manager in relation to this, which was of course dismissed by him. However, I subsequently discovered that he himself had written to senior managers at the TMO in October 2008 (ie shortly after he took over at Lancaster West) describing me as "paranoid and delusional", at the same time that he was dismissing a complaint from me regarding similar remarks made publicly about me by a member of his staff. I am fully aware of the stigmatizing effect of such remarks and I have no doubt that the Area Manager's remarks were intended to stigmatize and discredit me. I consider this offensive, disturbing and completely unacceptable, and I demand to know on what evidence such highly prejudicial remarks were made. Furthermore, I strongly suspect that these remarks are indicative of a general attitude of estate office staff towards me throughout this period, ie prejudiced, discriminatory and dismissive.

Having exhausted all other avenues of complaint without success, and having suffered considerable personal insult and vilification for my trouble, I am now appealing directly to the EMB board.

Firstly, the cockroach problem in this house still needs to be addressed honestly, urgently and competently.

Secondly, I am seeking redress for the considerable personal insult and offense I have suffered, sometimes through false accusations, innuendo or implication, but also by direct and frequent contradiction of witness statements offered by me in good faith on good evidence.

Thirdly, if I can be subjected with complete impunity to prejudiced arbitrary and discriminatory treatment by the staff here, then anybody else can just as well. I would ask the board to address its equalities and discrimination policy, and particularly the practice and monitoring thereof, urgently and as a matter of fundamental principle.

Sincerely

Francis O'Connor



**LANCASTER WEST EMB –30 SEPTEMBER 2009**

**REPORT BY AREA MANAGER**

**PEST CONTROL**

**1.0 PURPOSE OF REPORT**

- 1.1 This report is to inform the Board that the Rentokil contract for pest control services on the Lancaster West Estate expired in December 2007 and since that date services have been provided on a monthly ad hoc basis.**

**FOR INFORMATION**

**2.0 Recommendation**

- 2.1 The Board is asked to consider Pest Control on the Lancaster West Estate and to determine the way forward to ensure a full service to the residents.**

**3.0 BACKGROUND**

- 3.1 Pest control services on the Lancaster West Estate have been provided by Rentokil Ltd since 01 January 2005 and the contract expired on 31 December 2007. Since that date Rentokil have provided services on every Thursday and Saturday of the week to ensure Pest Control services are delivered to the residents of the Estate.**

- 3.2 In reviewing Rentokil performance it is evident that some complaints are received by the Estate Office as to the failure of Rentokil to eradicate an infestation at the first visit however it is not an exact science and often repeat visits are required to ensure problems are adequately dealt with.**

Only one resident of the Estate has prolifically complained about Rentokil however in reviewing these complaints, which have also been investigated by the Business Improvement Team's Janet Seward, it has been agreed that the complaints are unjustified.

- 3.3 In advance of a quorate meeting of LWEMB I contacted the Royal Borough of Kensington & Chelsea's Environmental Health Department for details of their costing for pest control services. I also was approached by MITIE Pest Control and requested an initial assessment of the services that they would**

endeavour to provide on Lancaster West Estate. Both sets of information are included for your perusal.

3.4 In monetary terms all pest control contractors contacted, being RBKC, MITIE & Rentokil would appear to offer similar services within a similar price range.

#### 4.0 RECOMMENDATION

4.1 I recommend that LWEMB seek by way of tendering a new pest control contractor for the Lancaster West Estate.

**Tony O'Hara**  
**Area Manager**

**FOR INFORMATION**



**ESTATE MANAGEMENT BOARD  
LANCASTER WEST**

**LWEMB – Minutes 01/09/2009**

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**TITLE OF MEETING**      **Board meeting**

**Date:**                      Tuesday 1 September 2009

**Venue:**                    EMB Community Rooms, Lancaster West Estate, London W11

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<b>Present:</b>	Teresa Miles (TM)	Board Member
	Keith Miles (KM)	Board Member
	Roslyn Sylvester (RS)	Board Member
	Geraldine Lord (GL)	Board Member
	Judith Blakeman (JB)	Councillor
	Dougal Steward (DS)	Board Member
	Robert Regan (RR)	Board Member
	Arvinda Gohil (AG)	Co-optee
<b>Officers in Attendance</b>	Tony O'Hara (TO'H)	Area Manager
	Enid Bailey (EB)	Office Manager
<b>Apologies:</b>	Christine Richer	Board Member
	Paul Steadman	Board Member

**ACTION**

- 1.0 Co-option of Arvinda Gohil onto Board
- 1.1 Co-option of AG onto Board proposed by KM. Seconded by GL.
- 1.2 AG co-opted onto Board
- 2.0 Election of Chair
- 2.1 GL proposed AG as Chair.
- 2.2 All voted in favour of accepting AG as Chair.
- 2.3 AG assumed the Chair and thanked Members for their support.

ACTION

3.0 Election of Vice-Chair

3.1 GL was nominated and seconded by RS. DS was nominated and seconded by RR.

3.2 AG asked for a show of hands and DS was elected to the position of Vice-Chair by three votes to one.

3.3 AG thanked GL for her work as Vice Chair.

4.0 Election of Treasurer

4.1 RS was nominated and seconded by KM

4.2 RS was elected as Treasurer.

5.0 Election of Secretary

5.1 TM was nominated and seconded by KM.

5.2 TM was elected as Secretary.

6.0 Schedule of Board Meetings

30 September 2009

03 November 2009

01 December 2009

7.0 AOB

- Skills audit of Officers questionnaire circulated with responses required by 14 September 2009 in order to determine what skills may need to be co-opted onto the Board.
- AG informed meeting that Board Training session would be arranged and would include roles and responsibilities, Code of Conduct.
- AG noted that a lot of work would need to be done on the Estate and included; an Estate Newsletter, Photographs of Board Members and Staff, a review of the Constitution and various policies and procedures.

ALL

ALL

ALL

8.0 Date of next meeting: 30 September 2009

Agreed a correct record .....

Chair of the Board

The Lancaster West Management Association

**THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA**  
**TENANT MANAGEMENT ORGANISATION**

**TMO BOARD 3 SEPTEMBER 2009**

**REPORT BY – DIRECTOR OF HOUSING MANAGEMENT**  
**AND CHIEF HOUSING OFFICER RBKC**

**PROPOSAL TO TRANSFER THE TMO ALLOCATIONS SERVICE**  
**TO THE COUNCIL**

**1. The purpose of the report**

- 1.1** To propose the transfer of the TMO Allocations Service to the Council.

**FOR DECISION**

**2 Introduction**

- 2.1 The Council and the TMO have been looking at the opportunities to join the two allocation teams together in one team. The TMO Allocation team deals with all TMO transfer applications whilst the Council operates the Common Housing Register and allocation of property to both Council and Housing Association properties.
- 2.2 This arrangement is set out in the Modular Management Agreement which governs the relationship between the Council and the TMO. Pre 2002 all lettings were made by direct offers to applicants, but from 2002 the Choice Based Lettings approach was implemented in the borough and has continued to evolve, with approximately 95% of all lettings made being the result of applicant choice.
- 2.3 The Council's Housing Needs department has undergone a review of the service it provides and how it delivers it. The allocations policy has been reviewed separately by the Housing Quality Network. Both reviews have fed into the conclusions of this report

**3.0 Current situation**

**3.1 Review of the Allocation Policy**

The allocation policy the TMO and Council operate is currently under post-implementation review. It is not envisaged that there will be any major implications for existing TMO tenants, there will be a full consultation should the existing allocations policy be amended.



### **3.2 Annual Re-housing Plan**

On an annual basis, the Council drafts a Re-housing Plan which details the planned distribution of properties that are expected to become available during that year. Currently 25% of TMO lettings are ring-fenced for allocation to TMO tenant transfers. The other 75% of the TMO voids are made available to the Council, which includes 60% of lettings to be made to homeless households in accordance with the Rehousing Plan. There are no plans to change the existing quota of 25% of lettings being made available to TMO tenant transfer applicants.

### **3.3 Existing service information**

The Council manages the Home Connections website that advertises empty properties. There is a weekly mail out to eligible applicants including TMO transfer tenants; approximately 4000 applicant households may receive information, depending on the number of properties being advertised. In the past two years the Council has worked with Home Connections and the TMO to introduce improvements to the service, including the implementation of a new website which has increased customer accessibility; and improved provision of available information. This has been as a result of the introduction of virtual tours of typical properties and on-line video guide to the bidding and tracking processes<sup>1</sup>.

- 3.4 The TMO has responsibility for the allocation of 25% of void (TMO) properties for tenant transfers. Details of the available properties are sent to the Council for advertising. The Council drafts the adverts and decides on how to preference properties for advertising to meet its obligations under the re-housing plan. The Council also manages this process on behalf of 32 other social landlords in the borough and around 20 social housing organisations operating sub-regionally.
- 3.5 The review has highlighted particular issues in respect of the short-listing. Properties targeted for homeless applicants are sometimes then let by the TMO to non homeless applicants as no homeless applicant has taken up the offer of accommodation. This happens particularly with the letting of smaller units, studio and one beds to single applicants and childless couples. This means there is a delay in letting the property and duplication of process.
- 3.6 The current practice and some procedures carried out by the TMO creates performance shortfalls and means the Council has difficulty in meeting re-housing plan targets and void letting times. Current performance information is given in paragraph 5.1 below.

---

<sup>1</sup> Applicants bid for suitable accommodation from the list of vacant properties supplied by all landlords.

#### 4. The need for change

- 4.1 It is the view of the Council and the TMO that change is essential to remove duplication in delivering the allocation functions. It is also essential to provide economies and efficiency across both services. It is also important that performance improves allowing accessibility to tenants and applicants on the Housing Register, with realistic resources to underpin the service.
- 4.2 Two systems are used as part of the process; the IBS Housing Needs IT system registers and maintains all Common Housing Register applications and Home Connections which manages the bidding process. The annual cost of administering and managing both systems, the business relationship with IBS and Home Connections, producing on line advertisements and managing the weekly mail out to applicants has remained with the Council.
- 4.3 All other social landlord lettings, (comprising the majority of allocations) adopt the same approach. However, the TMO has retained responsibility for the short-listing of applicants and tenant transfers operating on a different system to the Council. This has resulted in duplication of process between the Council and TMO. The transfer of the service would improve efficiency, whilst operating under agreed service standards.
- 4.4 A further example of duplication is if the TMO advertise a property to <sup>2</sup>CHR applicants, they have to contact the TMO direct if there are any queries regarding short-listing. In the majority of instances, they initially contact the Council as the Council is perceived as the first point of contact. Customers are then advised to contact the TMO. Conversely, if TMO tenants are bidding for a property advertised for another social landlord, they often contact the TMO Allocations Team initially, who are unable to help and have to refer them to the Council.
- 4.5 This is confusing for customers and does not offer them a single point of contact. Integrating lettings into one service area will ensure that a focussed and more strategic approach can be taken in respect of all lettings.
- 4.6 This would help improve void performance by ensuring all TMO properties were effectively marketed and targeted. This would also enable TMO tenants with specific needs to be identified and considered against a wider range of properties in the borough. This would include other Housing Association properties improving tenant choice and mobility, making more opportunities available as a larger pool of properties are better matched to high priority groups, facilitating chain lettings across providers (which is likely to become a Government target in 2010).

---

<sup>2</sup> Common Housing Register



## Volumes and financial information

- 5.1 The table below provides information relating to volumes and resources for 2008/09:

Number of properties advertised by the Council in 08/09 (incl TMO properties)	468
Number of TMO lettings (including 42 tenant transfers)	194
Number of lettings facilitated by the Council	274
Number of bids managed by the Council 08/09	64,000
Staff numbers: TMO	4
Council	4

## 6. HRA savings

- 6.1 The current separation of services does not represent value for money. There is the opportunity to make estimated savings of £41,000 to the HRA if the transfer is agreed.

Savings in management fee (gross)	£126,000
Less Recharge	£73,000
2post	£12,000
Recharge @10% and 20%	
Saving	£41,000

- 6.2 It is envisaged, following the integration of both services that the percentage recharges would reduce in future years.

## 7. Medical Assessments

- 7.1 The TMO currently administers medical assessments and transfer applications for registration onto the CHR. Streamlining this within one team will ensure applicants assessments are completed and notified quicker, reducing the delays associated with first sending assessment information to



the TMO, which then has to be processed and the applicants notified.

## **8. Management of lettings**

- 8.1 The TMO has historically concentrated on letting properties to high priority applicants from the 25% retained voids. Although this is correct opportunities to use more innovative methods to improve tenant mobility are being missed.
- 8.2 This could be achieved by moving high priority applicants who need a like for like transfer but who are not currently considered for a move. There are 296 tenants registered for such transfers, 28 of whom are applicants with maximum medical points, and seven who are high risk welfare applicants, but over the last 12 months only one such like for like move has been achieved.
- 8.3 It would also be possible to consider making better use of properties available from other social landlords, linking lettings we hope will improve housing opportunities for TMO tenants.

## **9. National imperatives**

- 9.1 The Department of Communities and Local Government (DCLG) has indicated that it would like local choice based lettings schemes to be linked to a national mobility schemes that helps tenants move more easily to the location of their choice. Housing providers will also be expected to begin using chain lettings more effectively from 2010.

With these impending initiatives, it is essential that the Council and the TMO are in a position to deliver an excellent allocation service that can adapt to these changes and deliver increased customer choice .

## **10. Employment and training**

- 10.1 The Council is also working to improve training and employment opportunities for service users, including the introduction of the Housing and Employment Connections module on the Home Connections website, firmly linking training and employment with housing. This will enable home seekers to find help with training or look for a job at the same time. The initiative will link housing and training/employment and will be available to all TMO tenants registered on the Common Housing Register. The service will be managed by the Housing Options Team, situated within Housing Needs, who will be able to offer advice and information to customers.

## **11. Performance monitoring**

- 11.1 The Council has a strong track record in managing relationships with RSLs and the TMO, currently working with approximately 50 organisations both locally and across the sub-region, producing regular performance reports for all organisations.
- 11.2 There are control and monitoring procedures in place, effectively scrutinising void property information across all landlords and ensuring the Council receives its entitlement to those homes within the existing nomination agreements.
- 11.3 It is important that performance targets on void letting times continue to meet national indicator standards. The provision of performance information will continue to be made available on a regular basis to the TMO Board and management team, should the service transfer be agreed.. Performance monitoring details for the first quarter are attached at appendix 2.
- 11.4 Full monitoring procedures are already in place, with all lettings being monitored against the targets described above and to ensure transparency and remove the potential for any future confusion, it is anticipated a service level agreement will be developed with clear guidelines and targets for both organisations.
- 11.5 It is proposed that all property lettings functions, such as void management, property viewings and signing up of tenancies remain with the TMO as will the existing arrangements with tenant mutual exchanges via Homeswapper. Void management is an important issue for the Council and the TMO and it is recognised that this can most efficiently be carried out by a TMO team working closely with their repairs and maintenance service.

## **12. Staff Consultation**

- 12.1 If the transfer is agreed, there will be full consultation with the two existing members of staff employed by the TMO within the Allocation Team. The transfer would take place under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE), with existing contracts and conditions of service retained. Trade Unions will be fully involved in the consultation. Agency staff will not normally be covered by TUPE, and as such, would not usually be expected to transfer with the service.

## **13. Benchmarking**

- 13.1 The Council is committed to continually reviewing and improving key services. As part of that commitment, it is participating in a



pan-London Allocation and Choice Based Lettings benchmarking exercise which will scrutinise key functions, resources and costs, alongside 12 other London boroughs. This is imperative in driving performance and sharing ideas to feed into service improvement. The outcomes will form the base line for future comparison in terms of an integrated Allocation and CBL service, helping improve key services, which will be beneficial to tenants and other service users.

#### **14. Conclusion**

##### **14.1 The advantages of transferring the service are:**

- Savings of £41K to the HRA, whilst improving the level of service received by tenants.
- Tenants will have access to a single, streamlined allocation service which can deal with all queries and which will be subject to agreed service standards.
- Greater access to a wider range of social housing.
- Effective letting initiatives can be developed to make more efficient use of existing stock and to maximise re-housing opportunities across all available housing.
- Like for like lettings will be facilitated to help build chains and provide better tenant mobility
- The proposed changes are likely to improve tenant satisfaction.
- Expected improvement in void performance
- Streamlined medical assessment service

##### **14.2 If the services continue to operate in their current format, opportunities for improvement and savings will be missed. The service duplications highlighted in this report will mean the service will continue to be less efficient, which will impact on customer service and satisfaction. .**

#### **15. Recommendation**

##### **15.1 The Board is recommended to agree the proposals to transfer the TMO Allocations Service to the Council; and that a timetable is developed to implement these proposals.**

**LAURA JOHNSON – CHIEF HOUSING OFFICER**

**SHEILA BELGRAVE – DIRECTOR OF HOUSING MANAGEMENT**



# LANCASTER WEST ESTATE MANAGEMENT BOARD

## BOARD MEETING

TUESDAY 1 SEPTEMBER 2009

Held at the EMB Community Rooms at 6.15pm

- 1 Apologies
- 2 Co-option of Arvinda Gohill
- 3 Election of Chair
- 4 Election of Vice-Chair
- 5 Election of Treasurer
- 6 Election of Secretary
- 7 Schedule of Board Meetings
- 8 Close of meeting

*Stats audit  
no form*

*30 Sept  
3 Nov  
1 Dec } 5.30 +  
refreshments  
(sandwiches)  
2 hrs max.*

*ed*

- ① Approval of Minutes AGM 26/02/08
- ② Receipt of records by Auditor
- ③ Election of Band members
- ④ Appointment of Auditor.
- ⑤ AOS. (will not be read out).

Mr Times  
5<sup>th</sup> Jan 15

Barbara Orlanias Gals  
Temp access  
not monitoring behaviour  
of tenants  
who is paying for  
the repairs  
Mrs Burke

505/506  
Barbara

# ESTATE MANAGEMENT BOARD LONDON NORTH WEST

## Minutes of Annual General Meeting 2008

### TITLE OF MEETING

### AGM

Date: Tuesday 26<sup>th</sup> February 2008

Venue: St Clements Community Centre- 95 Sidar Road, London W11

### Present:

1. Robert Bryans (RB)	Board Member (Chairperson)
2. Dr Evan Arkas (EA)	Board Member
3. Geraldine Lord (GL)	Board Member
4. Roslyn Sylvester (RS)	Board Member
5. Iris Wong (IW)	Board Member
C'llr Judith Blakeman	Board Member

### Officers in Attendance

6. Damian Donnelly (DD)	Area Manager – EMB
7. Robert Regan (RR)	Estate Inspector
8. Jan Jones (JJ)	Estate Officer
9. Paul Steadman (PS)	Estate Inspector
10. Enid Bailey (EB)	Area Administration Officer
11. Victoria Marcos (VM)	Admin Officer
12. Deon Wilks (DW)	Receptionist
13. Alan Hunter (AH)	Estate Officer

### Apologies:

Keith Miles	Vice Chair- EMB
Teresa Miles	Board Member
C'llr Merrick Cockell	Leader of Council- R.B. K & C
Sue Daniels	Head Of Housing- R.B.K. & C
Pam Sedgwick	RBKC & C
Karen Buck MP	Regents Park & Kensington North



## ACTION

- 1.0 Review Of the Year- Presented by Chairperson Robert Bryans
- 1.1 15<sup>th</sup> AGM overview
- 1.2 Handyman Service- continues to make a profit. We are looking into expanding the service. RB will be looking into transport facilities. This service provides the resident with friendly local repairs always on site. Thanks also go out to our Estate Inspectors in regards to checking repairs are being completed.
- 1.3 Pest Control Contract- Figures prove that we have achieved a productive agreement. The costs in real terms are decreasing.
- 1.4 North Kensington Resource Centre- plans have been halted. There has been extensive water damage due to overheating equipment. Refurbishments to be done as we have an allocated budget. New ideas for the Centre include an internet café.
- 1.5 Youth Project- On going struggle to try & do something creative for our local youth. Rugby Portobello Trust has taken over the Project but the EMB are unable to give them the help they would like due to lack of funding.
- 1.6 Council Review of our Service Level Agreement- where are services are coming from and from what level. We have to start to take responsibility about services we can do for ourselves i.e. Rentokil contract, rent collection. We need to congratulate ourselves and get support from other residents and explain without their support things cannot be changed. When the heating boiler at Trellick Tower was renewed this happened because of pressure from residents & outside sources. The EMB needs support from all our residents.
- 1.7 EMB is working on a new business plan to last for the next five years.
- 1.8 Discontent about Decent Homes Programme- budget rang out. Some residents got what they did not want and others got the bare minimum out of the scheme.
- 1.9 RB thanked everyone for attending and fro members to provide additional support by talking to your neighbours. There will also be monthly surgeries of the EMB open house. This will be starting again.

**2.0 Approval of Previous Minutes 27/02/07**

- 2.1 RB proposed approval of minutes seconded by DA. All voted in favour of passing the minutes. Motion passed.

**3.0 Annual Accounts- up to 30/09/2009**

- 3.1 AGM used to take place Oct/ Nov but it did not change the period of the accounts. If the date of the next AGM is changed then we can serve a variation order to Companies House to inform them that our dates have changed.
- 3.2 We do not have substantial income coming in but revenue we have obtained this year were Kiers (Decent Homes) rented out Offices. Also filming on the Estate received a donation but from now on a fee tariff will be charged in line with RBKC & C & TMO. These fees will go into the Housing Revenue Account. We also split fee for Hall hire with the Residents Association
- 3.3 One of the subscriptions was paid to Community Active Network. Also a fee was paid to Financial Services Authority.
- 3.4 Our fixed assets include a new colour photocopier & printer.
- 3.5 Cash at bank- Business Account
- 3.6 RB- To adopt the Annual Accounts for the year ended 30 September 2007. This was seconded by DA. Motion passed.

**4.0 Appointment of the Auditor**

- 4.1 DD- In accordance with section 51 OF THE Rules of Lancaster West Management Association Limited to decide whether to appoint Richman & Co. as Auditors for a period of one year.
- 4.2 Should we stick to statutory audit or a director's report? The fee of £352 is a large sum. Do we need to have a full financial audit? The cheapest option is 1% of the activity. Could we find a cheaper local alternative like a community group?
- 4.3 DA- We should have a provisional option first with the cheaper company only if they are capable of doing this.

- 4.4 RB proposed motion. This was seconded by DA. Motion passed.

5.0 **Resolution To Continue to Manage**

- 5.1 Resolution to decrease quorum by one and to amend the rules of LWMA to include resident co-optees as part of the quorum at Board meetings. To amend rules of the LWMA rules to allow Board members to vote by proxy on urgent business.
- 5.2 This needs to be addressed as not enough Board members turn up for meetings to make decisions for whatever reason.
- 5.3 RB- proposed motion. DA seconded. Motion passed.

6.0 **Election of Board Members**

- 6.1 Votes for the following members are as follows;  
Robert Bryans- 14 votes  
Dr Evan Arkas- 14 votes  
Vesna Mitic- 10 votes  
Geraldine Lord- 11 votes  
Dougal Stewart- 14 votes
- 6.2 All the candidates have been elected.

7.0 **To Consider & Approve the Following Resolution**

- 7.1 The Lancaster West Management Association wishes to manage the Lancaster West Estate under the terms of the Management Agreement with the Royal Borough of Kensington & Chelsea dated 1 August 1993.



ACTION

- 7.2 Alternative is to be run the Council. We would have to go back to the original contract which predates the TMO. The Council therefore will give the Estate back to the TMO.
- 7.3 Motion passed.
- 8.0 A.O.B
- 8.1 DA would like to recommend on a monthly basis to have a cup of tea/ or drink to get together with other residents- to participate in the decision making process (social evening/ launch party).
- 8.2 RB- would like to thank everyone for attending and try to encourage all residents to participate and support the EMB as we cannot function without it.

Agreed a correct record .....

Chair of the Board

The Lancaster West Management Association

HEALTH, HOUSING AND ADULT SOCIAL CARE  
TOWN HALL HORNTON STREET LONDON W8 7NX

ENC 2

EXECUTIVE DIRECTOR HEALTH HOUSING AND ADULT SOCIAL CARE  
JEAN DAINTITH

CHIEF HOUSING OFFICER  
LAURA JOHNSON

Ms Arvinda Gohill  
Chair – Lancaster West Estate Management Board  
c/o The Estate Office  
Grenfell Tower  
Lancaster West Estate  
Lancaster Road  
London W11

15 October 2009

My reference:  
Your reference:  
Please ask for: Sue Cullip

Dear Arvinda

#### **SERVICE TRANSFER – TMO ALLOCATIONS**

Thank you for inviting me to the Lancaster West Estate Management Board meeting on 30 September 2009.

I would like to confirm the Board's decision to support the service transfer of the TMO Allocations function to the Council and thank you and board members for the support shown during the meeting.

I am confident we will be able to deliver an improved service for tenants and I will be liaising closely with officers to ensure that the transition is as seamless as possible.

As you know, the transfer will necessitate a revision of both the TMO's Modular Management Agreement with the Council and that of the EMB with the Council, this is likely to be by Deeds of Variation, we will contact you further in due course on this matter once we have documents drafted.

If you or any of the board has any queries, please do not hesitate to contact me.

Yours sincerely

Sue Cullip  
Temporary Accommodation & Allocations Manager

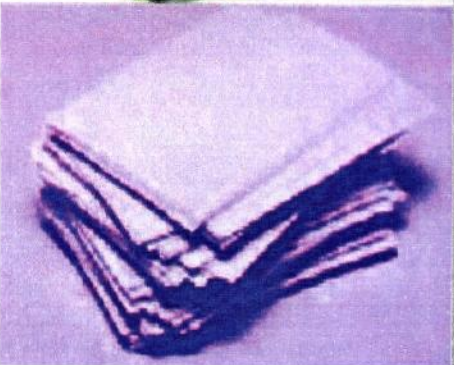
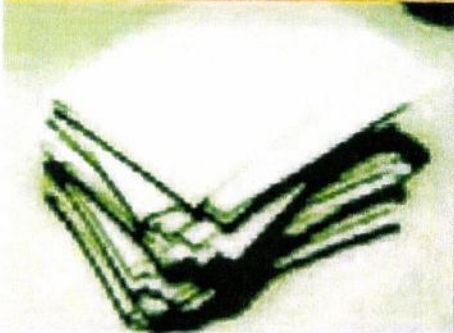
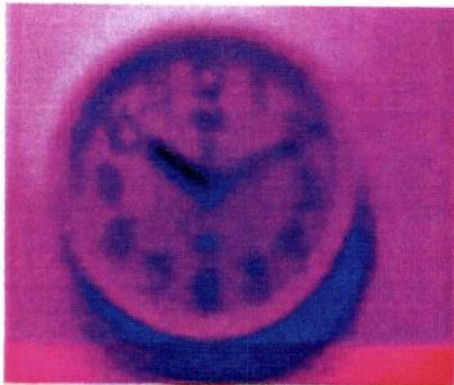
CC: Pam Sedgwick - Housing Clientside Manager

Direct Line:   
Fax:  
Email: [sue.cullip@rbkc.gov.uk](mailto:sue.cullip@rbkc.gov.uk)  
Web: [www.rbkc.gov.uk](http://www.rbkc.gov.uk)



# Self Assessment

- Identify what you think are the key roles & responsibilities of a board
- Both individually and as a group
- NO MORE THEN 6





# Lancaster West Estate Management Board

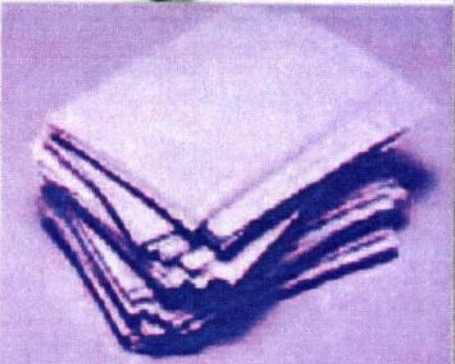
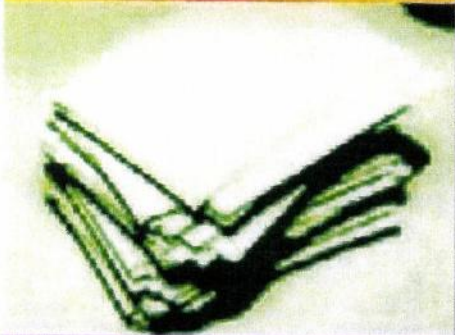
Roles & Responsibilities



# Roles & Responsibilities of a Board – Best Practice

Nolan principles for standards in public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership





# Key areas for good governance

- Constitution of the organisation
- Composition of the board
- Board recruitment, renewal and review
- Essential functions of the board
- Responsibilities of the chair
- Conduct of the board's business
- Staff
- Committees of the board
- Openness and transparency
- Accountability
- Equality and diversity
- Audit & Risk
- Conduct and probity

*needs revision*

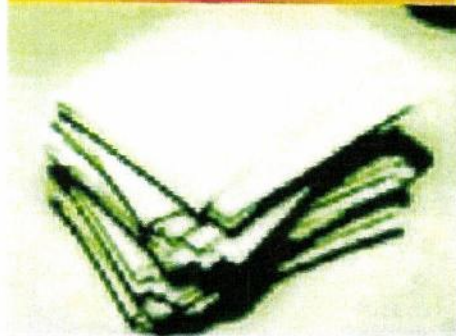
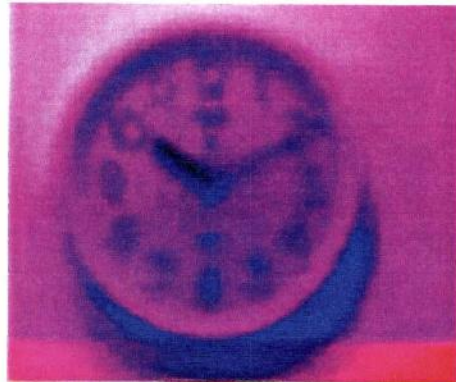
*keep accommodation?*

*tenants + non in ees + leaseholders?*

*"residents"*

*bring in independents?*

*eg. the communal heating system*





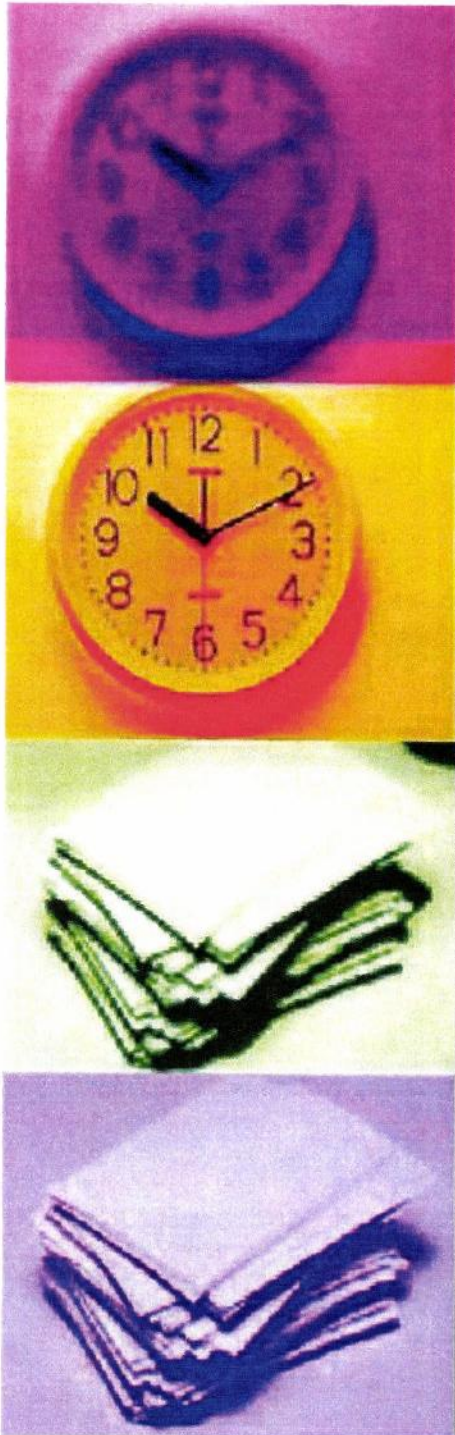
# Essential Functions & Core Responsibilities

- Define & comply with organisation values, vision, mission and strategic objectives
- Satisfy itself of the integrity of financial information and approve each years accounts, budgets and business plans
- Establish a framework of delegation and systems of internal control and risk
- Monitor the organisation's performance
- Establish and monitor a mechanism for communicating and receiving feedback from organisation's shareholders and stakeholders

Wall London  
Used initiative  
Youth programme  
ID what is  
needed  
Where the money is  
Then get it  
Results from  
NBWI survey

TMS  
relationship  
must be re-established  
RBKC  
similar

KPIs

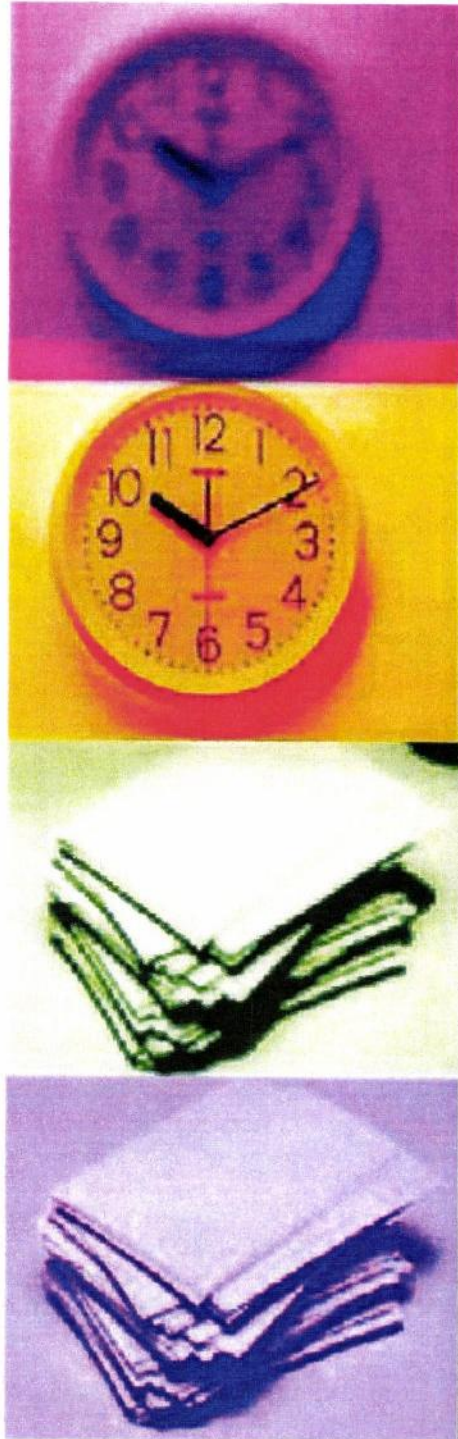




# Essential Functions & Core Responsibilities

- Monitor organisations performance on all aspects and in light of customer feedback and benchmarking
- Establish a strong working relationship between the board and staff
- Ensure the organisation's affairs are conducted lawfully, at a good standard and comply with regulatory requirements
- Establish a code of conduct and expected behaviour for the board
- Agree changes to the constitution of the organisation

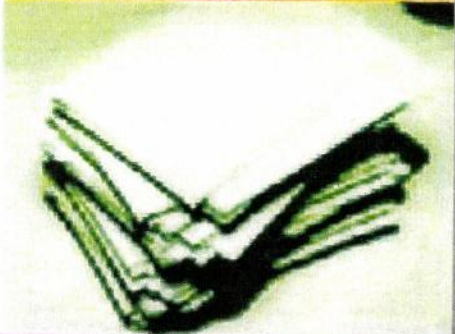
*Observe correct channels of communication  
Do not get involved in detail  
Personal liability?  
Send to outside*





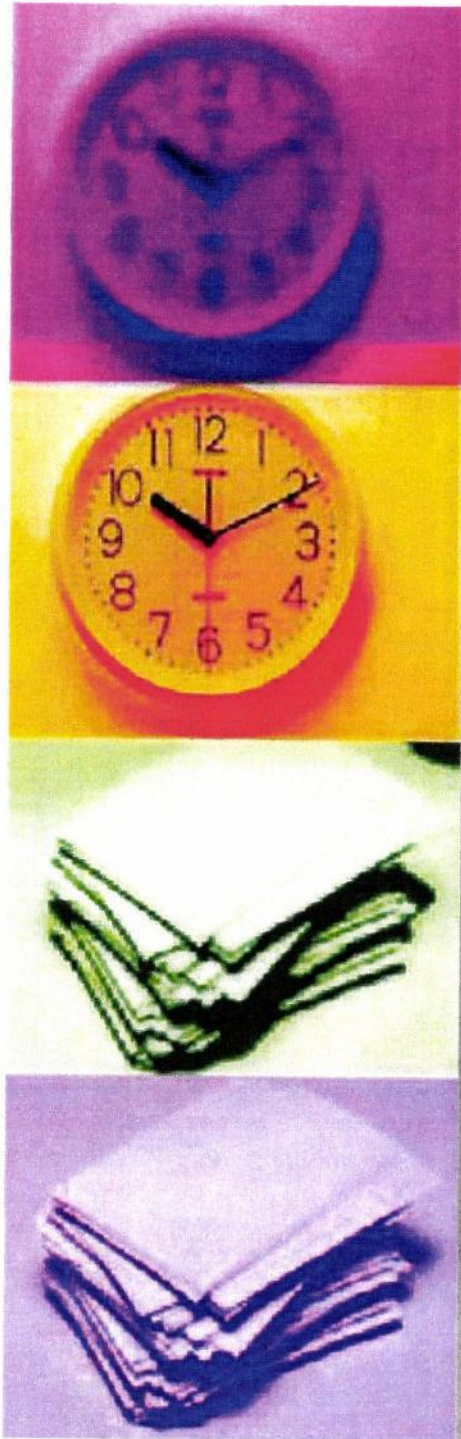
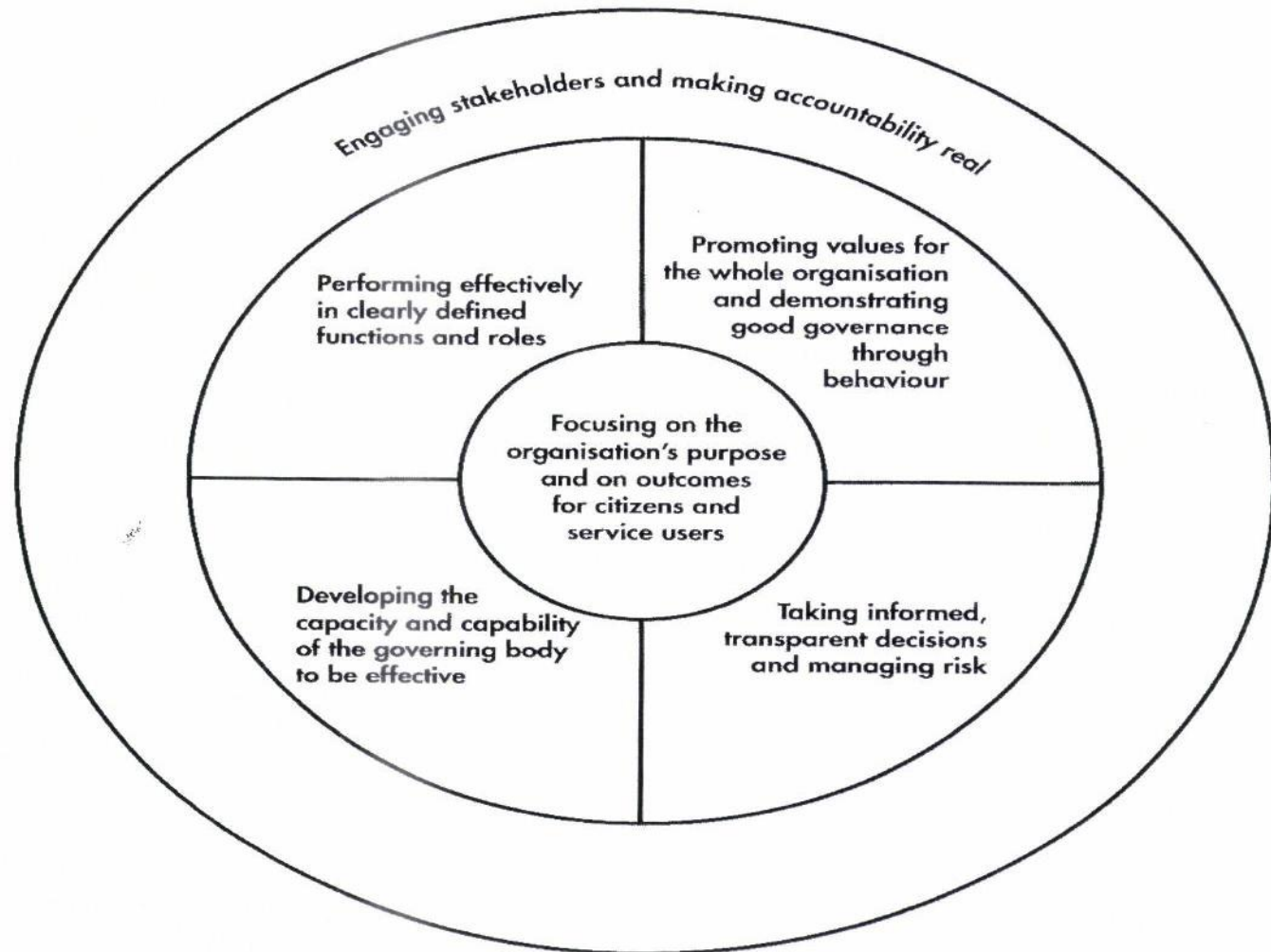
# Essential Functions & Core Responsibilities

- Monitor and act upon any conflicts of interest arising for individual board members
- Ultimate responsibility for positive relationships with all that the organisation has dealings with
- Ensure that tenants and residents receive the best service possible within the resources available



# Principles of good governance

The standard comprises six core principles of good governance, each with its supporting principles.





# Lancaster West EMB

## ■ What's missing and what do we need to do next?

student interest  
constitution

the pupils  
strategic objectives  
values, mission

relationships with NA, MA, LA & relevant of organisations

understand the heating system

audit of JS orgs with whom relays imp eg joint, HASIC, Age Concern K+C, Quaden

school strategy  
succession planning

fill experience gaps  
on board

e-mail  
future gaps  
to consider

= No



## Annexa Quid

1. Contracted - intro force/tenant requirement. Consultancy - guide quest.
2. Praxis, Theambles - refugees / 45,  $\frac{1}{3}$  bod = that only.  
Many yrs. CEO Bonch of asse - chaired handlets 'why',  
Unsub, heads CEO, Smithall and int LAF W.ing, SPS.  
Internet etc, S/Africa & by sales - why f/ink for job.
3. W/C on force, reviews, work with Chs, coach them. 1-2-1 all  
bod mbrs, 10 challenges, strengths, work perspectives, dev. challenges,  
mrg mbrs, info, time, teamwork, performance info, SWA  
Source - if nec enforce aspects.
4. Word bod - how much units - consensus or else force failure.  
Clear mrgs as bod mbrs & other mrgs.
6. To word structure - bod mrg key - Cf agenda diff, need info,  
but eg service data - intro self, but meet bod 1st.
7. Mrg mrg mbr with - demonstrate mrgy being one of work  
to them - discuss with bod then go to results with plans / seek  
feedback & engagement. 6 months time frame new bod members.  
Reflect of failure but pragmatic and decent action repairs  
can provide this other members.
5. Mrg joint based ~ what sees - but with bundle of bod.  
Next 12 <sup>word</sup> mbrs valuable, 15 no mrgy.  
10 key person in staff team / mrg.  
Mrg mbr with 4 mrgs in Lambeth.  
AGM - get b/g info - honesty from all sides.  
Be clear where we are & where going.  
Follow up.

## LWEMB - suggested questions

May wish to start by scene setting with info on Lancaster West (they may not know which EMB it is!), e.g. stock numbers, relationship with Council through MMA and no direct contractual relationship with TMO. A quick run through of services for which EMB responsible.

Perhaps then - issues of recent years - falling membership, difficulty finding Board members and loss of two Chairs within the year.

Etc.

Suggested questions

1. What interested you in applying for this role?

2. Could you give us some background on your experience of chairing governing bodies of voluntary or not for profit organisations?

3. What skills do you have in particular that make you a good Chair?

4. What experience of managing organisational performance in a non contractual relationship

5. If you became chair how would you deal with a Board which is struggling to manage an organisation and has capacity issues. What would you put in place to improve the Board's performance?

6. How do you envisage developing relationships with key Council and TMO officers? What issues would be on your agenda for your first meeting with the Council?

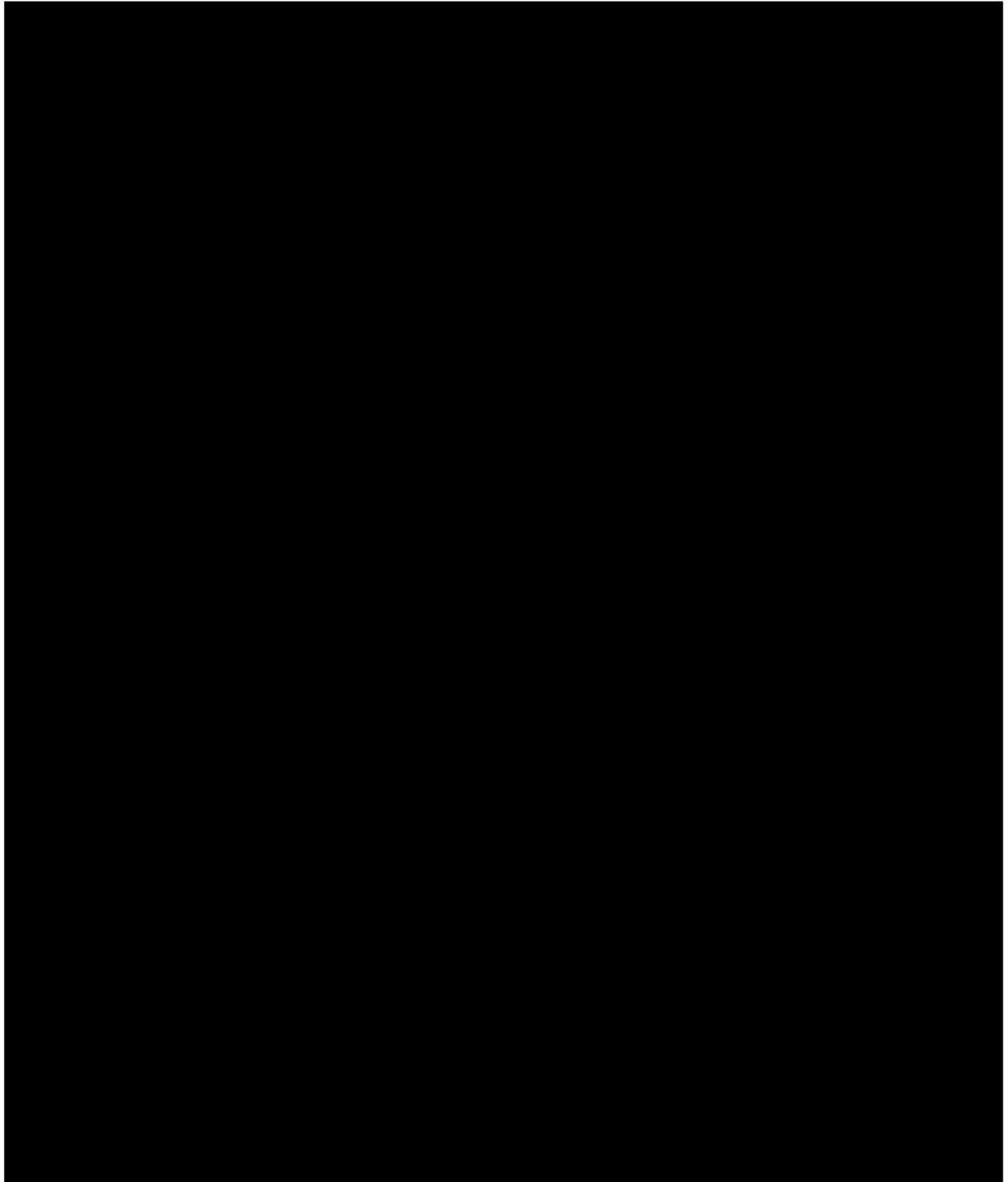
7. How do you think you could encourage membership to the EMB which at the moment is experience a lack of interest. & encourage interest

8. Any questions for us?

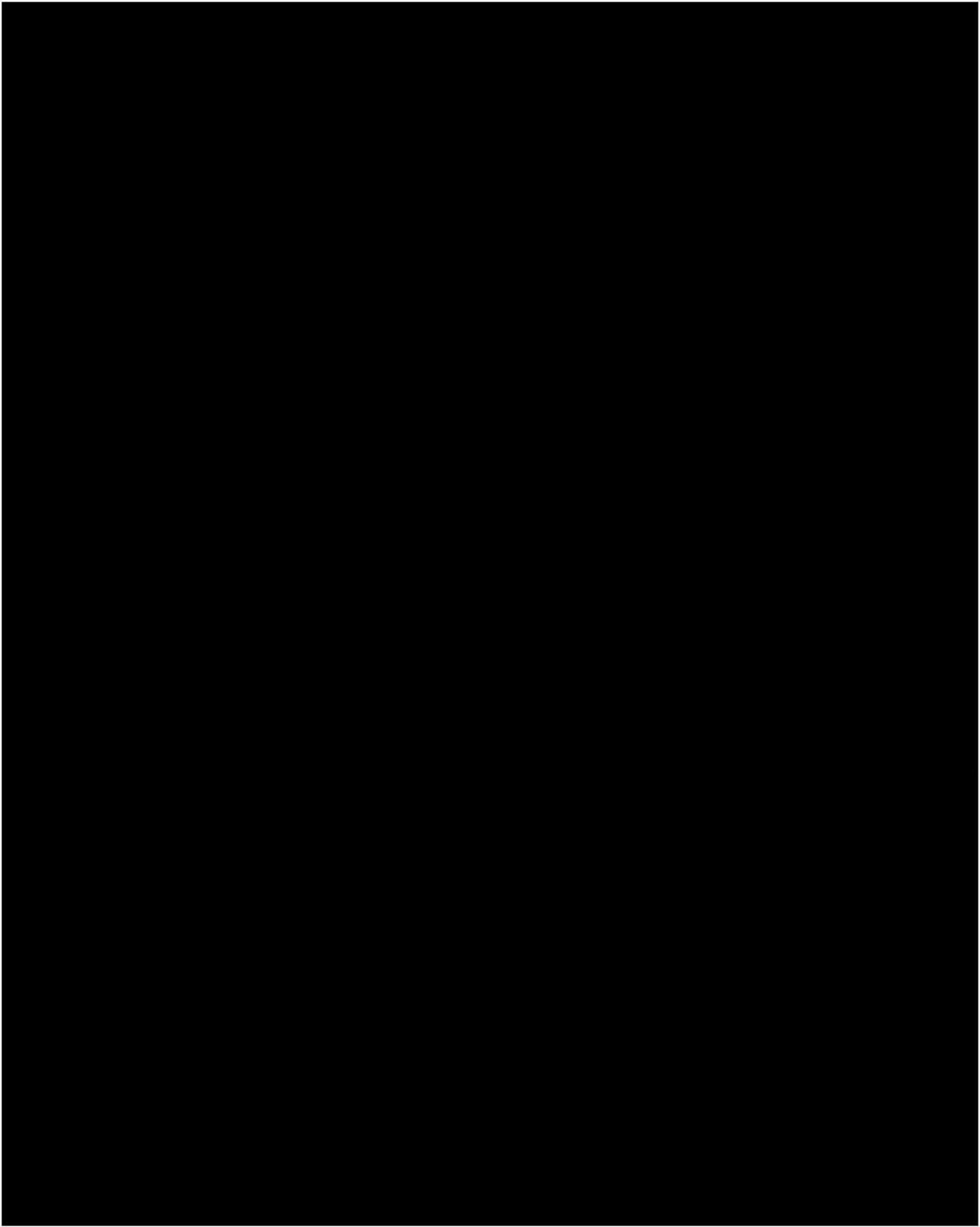
CAMPBELL  
TICKELL

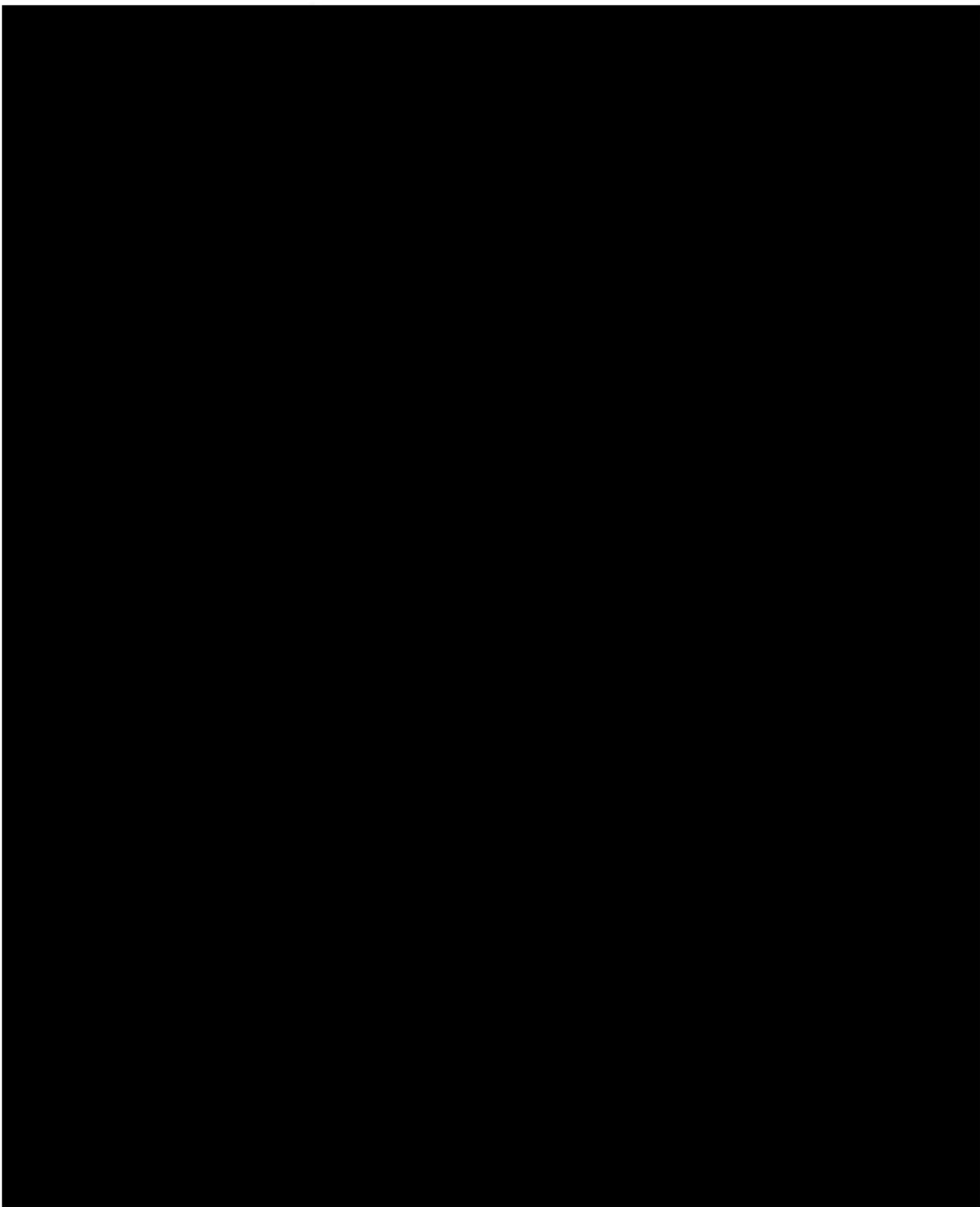
**ZIGGY BRENNAN - CV/PROFILE**

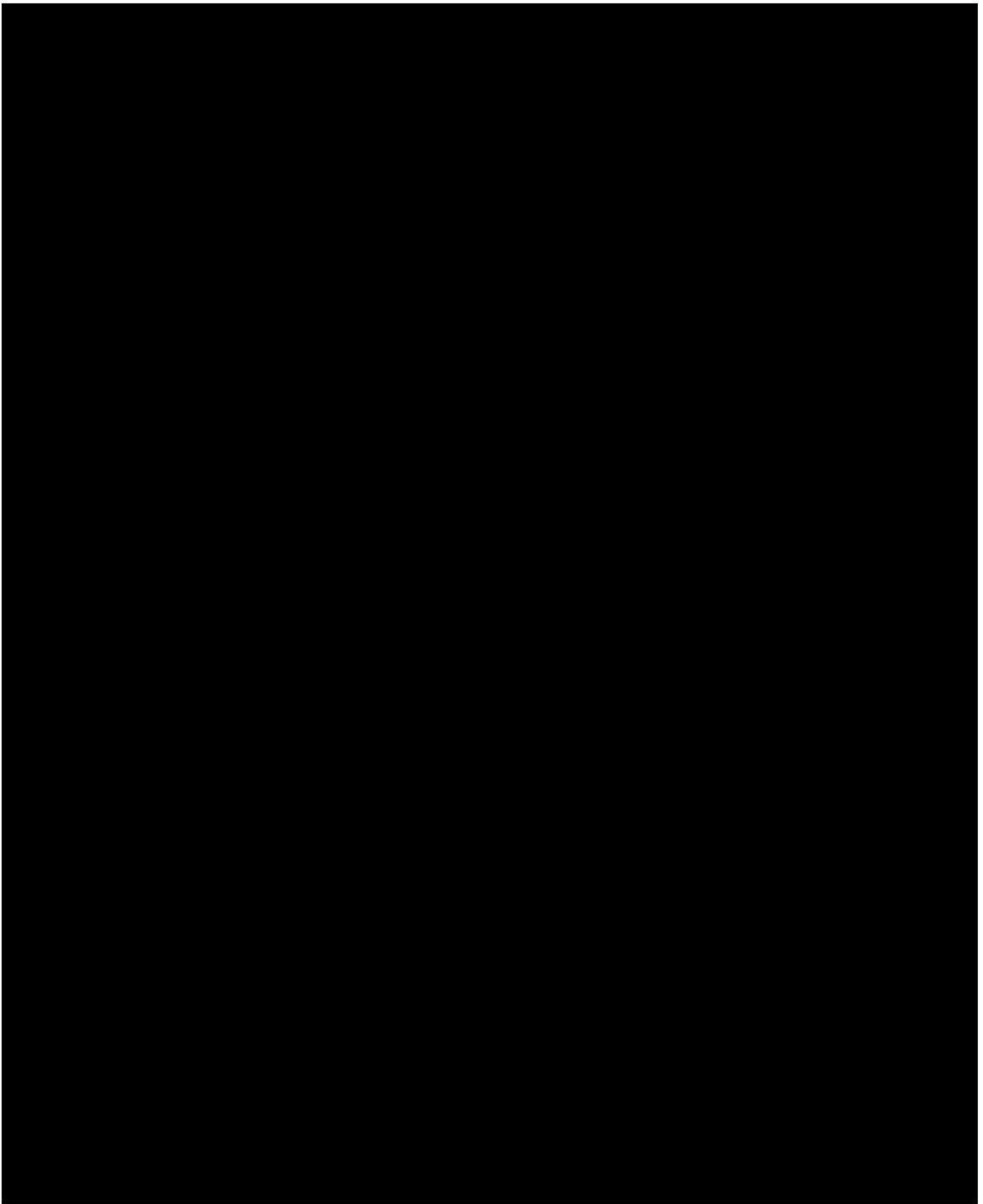
**PROFILE**











b6  
b7C



## **Chair of the Lancaster West EMB - Role**

### General responsibilities

- To ensure proper governance of the EMB, to Chair meetings and ensure the efficient conduct of the Board's business.
- To ensure compliance with the Modular Management Agreement in place between the borough and the EMB and also SLA's between the Borough Wide TMO and EMB.
- To ensure all processes and meeting necessary under the constitution of the EMB take place and are carried out according to requirements (constitutional, legislative or regulatory).
- To ensure decisions of the Board are taken in a timely and formal fashion with all Board members being allowed to express their views.
- To ensure the Board receives expert advice when needed.
- To represent the EMB when required.
- To develop a mechanism for identification and development of future Board members.

### Responsibilities specific to temporary role.

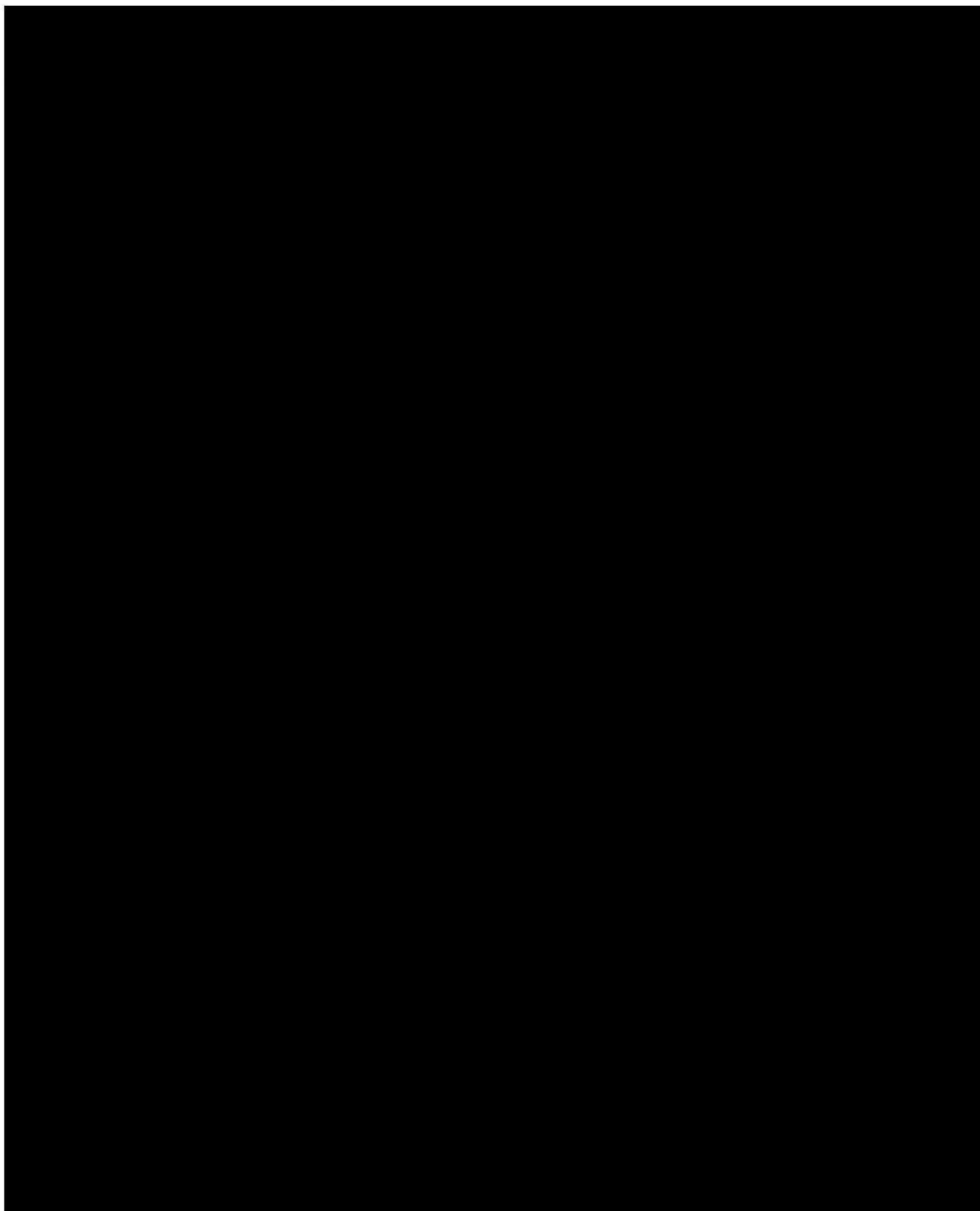
- To work with the Board to develop a sustainable future for the EMB or if not possible to develop options for the estate which continue to put tenants at the heart of the management of the estate.
- To ensure the processes in place between the Borough and the TMO and the EMB support the functioning of the EMB or to revise as necessary.
- To review the constitution and recommend changes to the board and council as necessary.
- To work with the Council, EMB Board and TMO on a review of the Housing Management arrangements in place on Lancaster West Estate.
- To work with the Council and Board on a review of the long term future of the EMB, developing, subject to identifying available independent future for the EMB alternative options for the management of the estate for the benefit of tenants.

### **Person Specification for the role of Chair of Lancaster West EMB:**

1. Previous experience of Chairing or membership of Boards of voluntary or not for profit bodies.
2. Understanding of good governance principles and the role of the Board in organisations.
3. Knowledge of social housing and housing management including the efficiency agenda.
4. An understanding of the principles of tenant management and involvement.
5. Ability to analyse complex documents, e.g. the Management Agreement and Constitution of the EMB and review in line with local needs and best practice.
6. Leadership skills and abilities.
7. Good negotiation and interpersonal skills.
8. An ability to understand the financial arrangements supporting the EMB.
9. The ability to write clear reports suitable for a variety of audiences and ability to present to various groups.
10. Skill to support and advise other Board members identifying development needs and developing personal development plans.
11. Ability to develop and evaluate options for the future management of the estate in partnership with the Board, the Council and Estate residents.

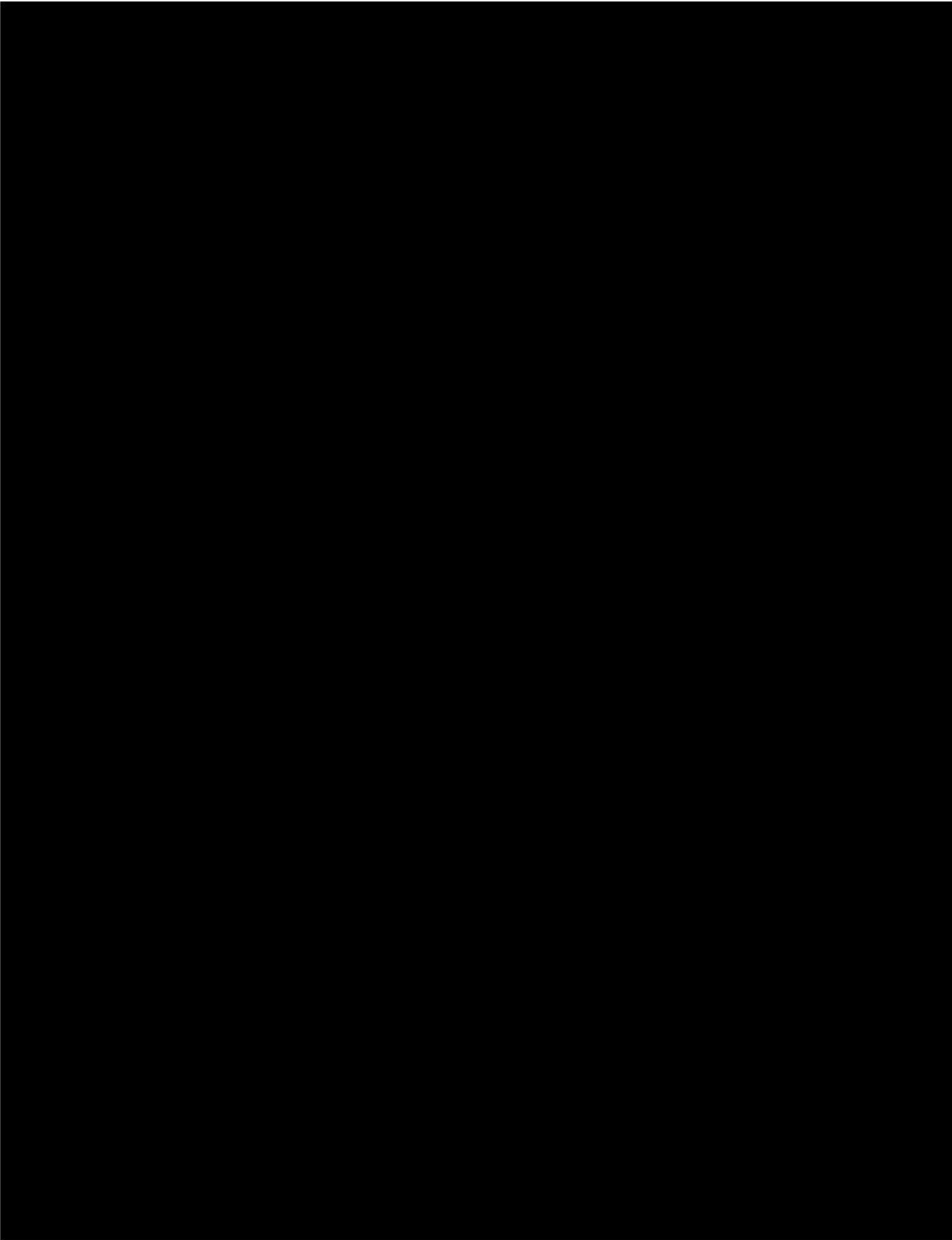
Arvinda Gohil – CV

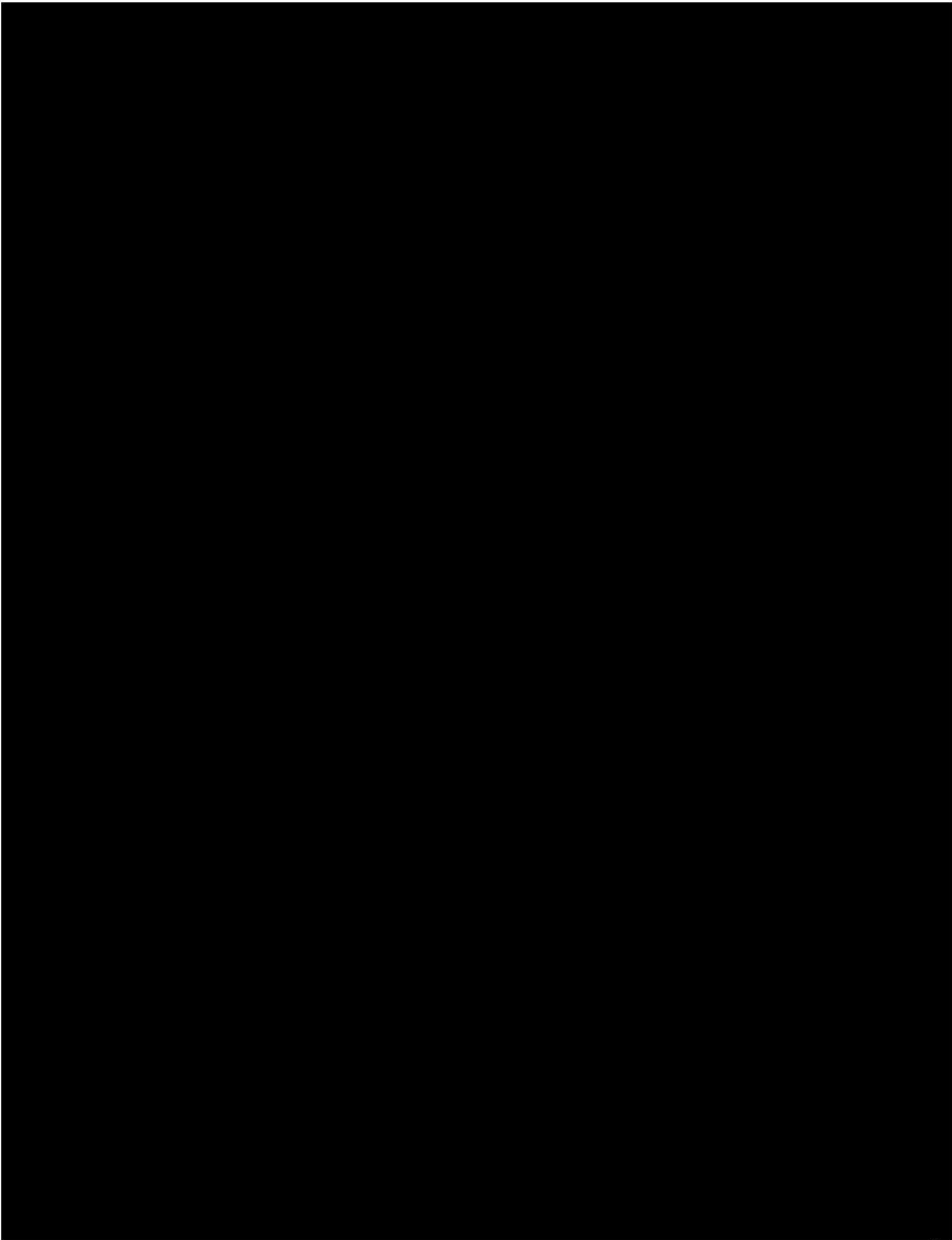
*Career summary*



**hqr**







Rockingham House | St Maurice's Road  
York | YO31 7JA

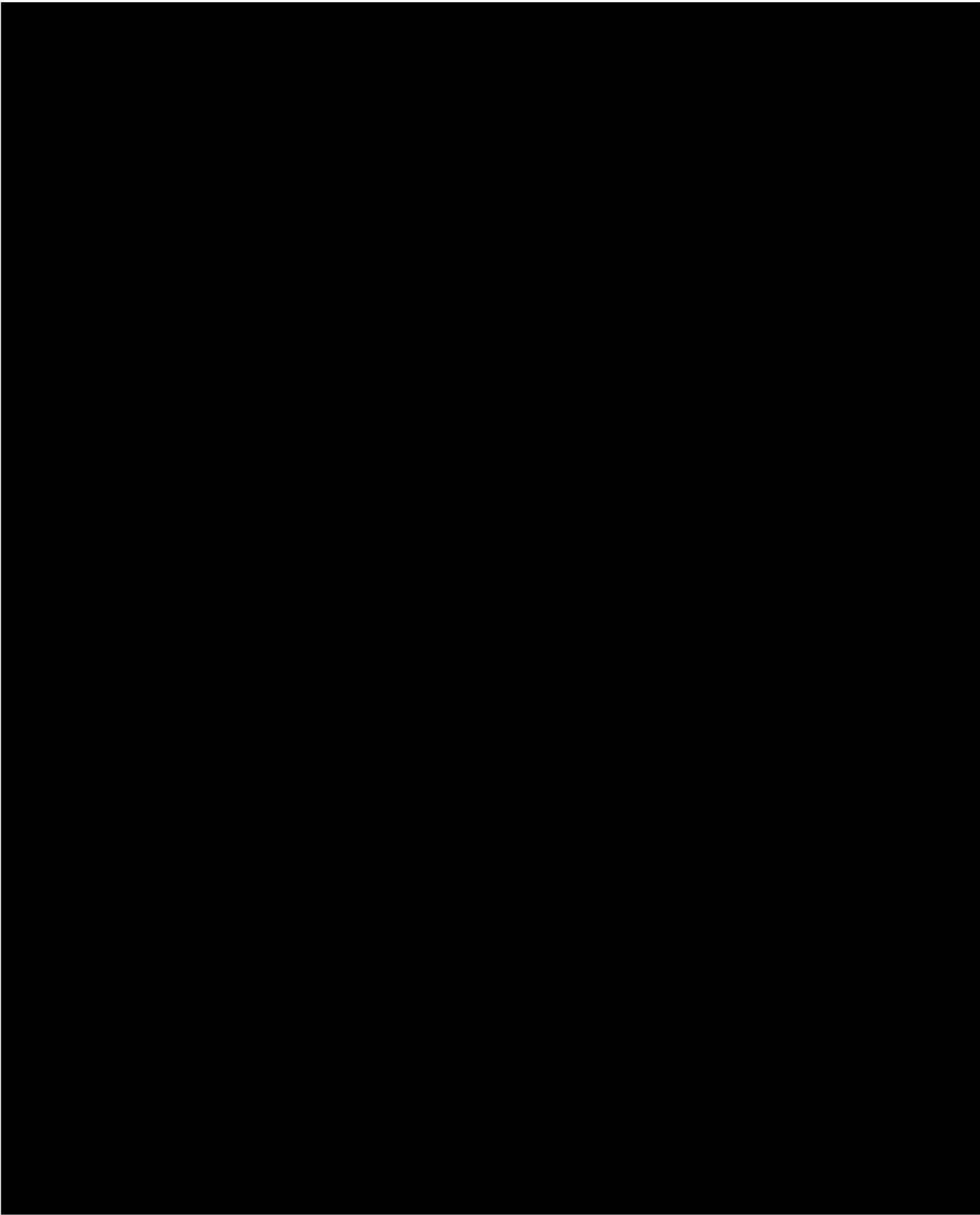
Telephone [REDACTED]  
Fax [REDACTED]

Internet | [www.hqnetwork.co.uk](http://www.hqnetwork.co.uk)  
Email | [hqn@hqnetwork.co.uk](mailto:hqn@hqnetwork.co.uk)

HQN Limited Registered in England Reg No. 3087930

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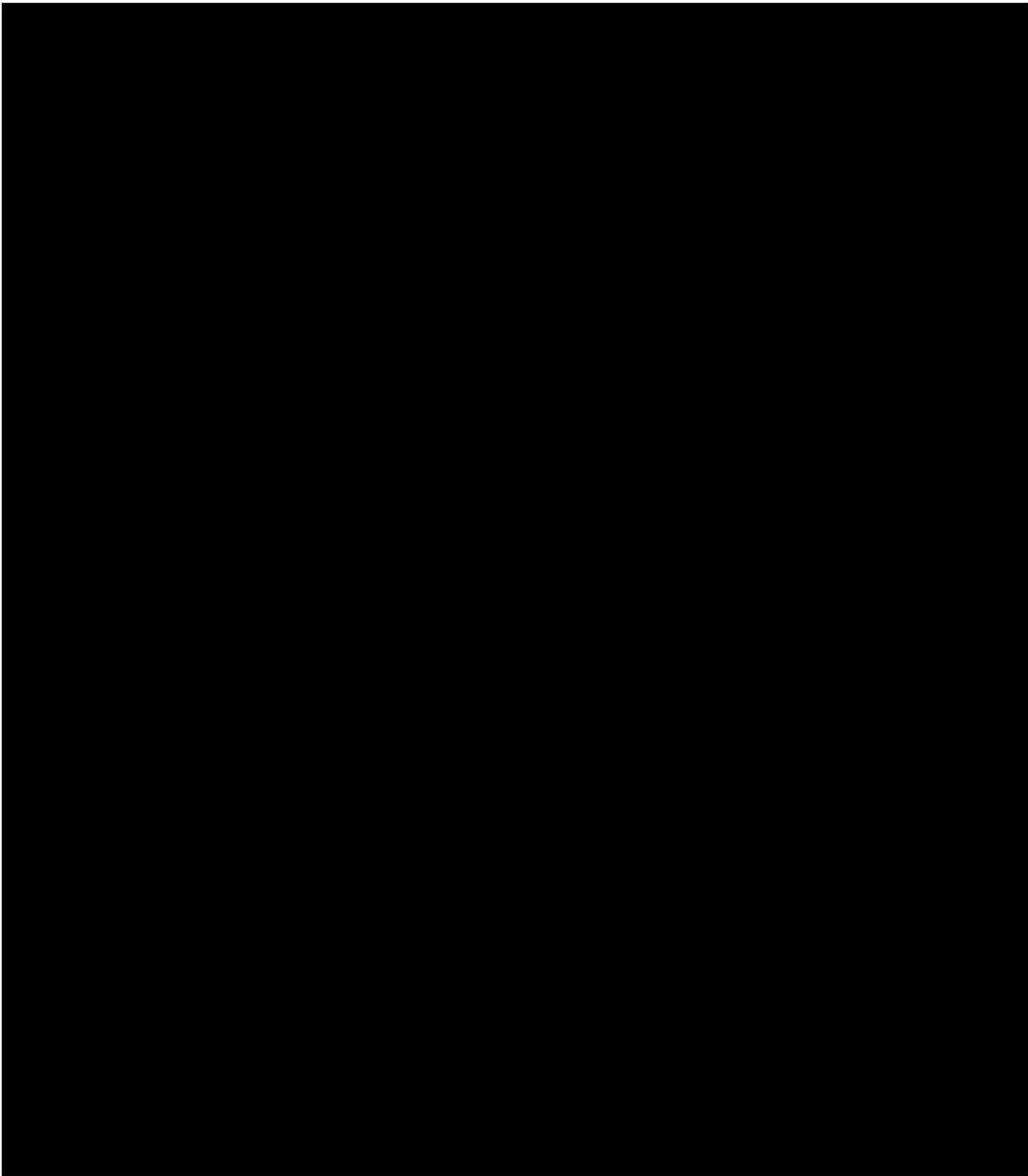
Rockingham House | St Maurice's Road  
York | YO31 7JA

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