

**THE ROYAL BOROUGH OF KENSINGTON & CHELSEA  
TENANT MANAGEMENT ORGANISATION LIMITED**  
(the 'Company')

**OPERATIONS COMMITTEE**  
(the 'Committee')

Minutes of a meeting of the Committee of the Company  
held on the 1<sup>st</sup> of October 2014 at 6.30 pm  
at 346 Kensington High Street, London, W14 8NS

**PRESENT:**

**Resident Board Members** Mr Tony Annis - Chair

Ms Mary Benjamin  
Ms Fay Edwards  
Ms Deborah Price  
Mr Brendan Tracey  
**Council Appointed Board Members** Councillor Judith Blakeman

**Independent Board Members** Mr Simon Brissenden

**APOLOGIES:** Mr Kush Kanodia  
Mr Peter Chapman

**IN ATTENDANCE:** Ms Sacha Jevans Executive Director of Operations  
Ms Teresa Brown Director of Housing  
Mr Peter Maddison Director of Assets and Regeneration  
Ms Janet Seward Policy and Improvement Manager  
Ms Jane Clifton Executive Office Manager  
(Minutes)

**1. ELECTION OF CHAIR AND VICE CHAIR OF THE COMMITTEE**

1.1 The members of the Committee were invited to elect a Chair and Vice-Chair of the Committee.

1.2 The Committee **RESOLVED TO** elect:

(i) Tony Annis as Chair, and

- (ii) Deborah Price as Vice-Chair,  
until the next election date.

## 2. NOTICE, APOLOGIES AND QUORUM

- 2.1 The Chair noted that notice had been given to the members of the Committee entitled to receive notice and attend the meeting.

Apologies were received from Kush Kanodia and Peter Chapman.

The Chair further noted that the meeting was quorate in accordance with the Terms of Reference of the Committee.

## 3. DECLARATIONS OF INTEREST

- 3.1 The members of the Committee present confirmed that they had no interests which they were under a duty to disclose.

## 4. MINUTES OF THE MEETING HELD ON THE 31<sup>ST</sup> OF JULY 2014

- 4.1 The meeting **APPROVED** the minutes of the meeting held on 31<sup>st</sup> July 2014 as a true and accurate record of the meeting subject to Deborah Price's apologies for the meetings on the 31<sup>st</sup> July and 14<sup>th</sup> May being noted.

## 5. MATTERS ARISING

- 5.1 The Chair noted the following in respect of the actions table:

- 5.2 **5:** Further information had been circulated to the members of the Committee on the response times for lift call-outs. Cllr. Blakeman commented that several lifts had been out of order on the World's End Estate during the Open-House weekend. Peter Maddison confirmed that one lift had been out of order for a week because of a delay in obtaining materials, which was a common issue because of the age of the lifts. Brendan Tracey requested that a report come back to the Committee, and Peter Maddison should investigate the extent of the problem.

Due to the absence of the relevant member of staff, a report on the number of visits to TMO offices, and the nature of enquiries received was deferred to the next meeting.

- 5.3 **8:** Janet Seward confirmed that the Ombudsman's details were contained in 'How to make a complaint' both on the Internet, and in hard copy. She would check whether the details were available in leaflet form.

## 6. CAPITAL AND PLANNED MAINTENANCE PROGRAMME UPDATE

- 6.1 Peter Maddison presented a report for information. Good progress was being achieved on the 2014/15 Capital Programme with almost £4m spent on the approved budget. On the Revenue Planned Maintenance Programme, expenditure to the end of August was

just under £1m against a budget of over £6m, but the rate of expenditure was anticipated to accelerate. The proposed five-year capital programme was being communicated to residents. Two briefings had now been held for Board members on the capital procurement framework, and Board members had been invited to take part in the evaluation and interview process.

6.2 Brendan Tracey sought to know the difference between the capital and revenue budgets. Peter Maddison explained that capital budget was for investment which would improve the value of the stock, and the Council had a definition for large scale investment. The Revenue budget was used for more routine maintenance i.e. boiler maintenance and repairs.

6.3 The Committee **NOTED** the report.

## 7. **PERFORMANCE UPDATE**

7.1 Janet Seward presented the performance report for key business areas during the period April to August 2014.

7.2 Mary Benjamin requested further details on what was entailed in the electrical testing programme. Peter Maddison explained that this information was quite technical.

7.4 Brendan Tracey requested clarification in respect of the gas servicing compliance and whether both tenants and the Company were put at risk if leaseholders were not compliant, and what action was being taken to address this issue. He further questioned the performance on water quality testing and the Company's liability in this area. Peter Maddison responded that the Company was no obligation to undertake gas inspections for leaseholders, and he would check with Dan Wood to confirm if publicity was being provided on this issue in order to raise leaseholders' awareness. It was also noted that in respect of leaseholders letting out their property, they would become liable if regular safety checks did not take place. Dan Wood would report back to the next meeting on this issue.

7.5 Peter Maddison confirmed that there had been a drop in water quality testing during the handover to the new contractor, but it was expected to improve. The properties were also low risk for legionella. Regarding lift inspections, there were insurance implications for outstanding inspections, and confirmation was given that the contractor had carried out statutory inspections. For four of the lifts inspected by the insurer, there had either been an access problem, or the lift had not been working.

7.6 Cllr Blakeman expressed her concern that the summer football coaching programme could be considered as discriminatory against girls. Janet Seward undertook to check the eligibility criteria with the Resident Engagement team.

7.7 Cllr Blakeman further sought clarity on the options available where a Residents' Association could not get a resident engagement officer to attend a meeting on a Friday evening which was the best night for the members of the association. Sacha Jevans confirmed that the protocol was that a resident engagement officer would attend in order



to support the residents' association in question, however the meeting had to be held at a reasonable time, and in certain circumstances, this could be a Friday evening. The residents' association concerned, Nottingwood House, had now gone ahead with Saturday, 1<sup>st</sup> November, for their meeting.

- 7.8 Deborah Price questioned how issues raised by residents could be addressed which had somehow bypassed the complaints' process, yet resolved. Committee members thought that there was some ambiguity around how an enquiry progressed to a formal complaint although it was confirmed that these were also responded to. Simon Brissenden felt that there was a grey area at the start of the process, as it could prove difficult to establish when a complaint was originally raised by stage 3 of the process.
- 7.9 The Committee also questioned whether there was any guidance on the online complaints process. Confirmation was given that the complaints' procedure was being reviewed, and Committee members' concerns would be addressed. Sacha Jevans advised the Committee that there would always be some challenges in this area because of the number of front-line staff receiving enquiries/complaints from residents. The process would be looked at, and there may be cultural issues to address. Once the enquiry reached the Complaints' team, it was logged, but the process also depended on how staff dealt with enquiries. The introduction of CRM would help with an automated W2 process.
- 7.10 Brendan Tracey also expressed concern that not all complaints were acknowledged at the first point of contact. Sacha Jevans gave reassurance that there was no intention to play down Committee members' concerns, but it was difficult to capture everything at this point of the process. Deborah Price thought that a significant part of the process should be looking at whether other complaints had been received on a particular issue. Sacha Jevans confirmed that the complaints' procedure review would address these issues across the organisation.
- 7.11 The Committee **NOTED** the report.

## 8. **NEIGHBOURHOOD MANAGEMENT PROGRESS REPORT**

- 8.1 Teresa Brown, Director of Housing, presented the report for the period 1<sup>st</sup> April to 31<sup>st</sup> August 2014, providing additional information on racial harassment cases as requested by the Committee. Clarification was given that of the 79 ASB cases closed between the 1<sup>st</sup> of April and 31<sup>st</sup> August, the average timescale for dealing with the cases was 21 days. NOSP stood for Notice for Seeking Possession, and JAG stood for Joint Action Group. A request was made that an appendix be included giving an explanation of the technical terms.
- 8.2 Cllr Blakeman queried whether all cases were captured in the statistics. She advised the Committee that a Labour councillor was preparing a paper on racial harassment, disability and hate crime, and the reported statistics did not reflect the volume of cases which came to the Labour councillors. Sacha Jevans and Teresa Brown agreed that there may be an element of under-reporting in the figures, and this would be checked.

- 8.3 Sacha Jevans suggested that the Committee look at the themes of the cases being presented, and the action taken. Action included working with the Company's partners within the borough, and protecting those who were vulnerable. Cllr. Blakeman concerned expressed concern that only two cases of Hate crime had been reported in the year-to-date. Fay Edwards expressed the opinion that the number of drug cases was under-reported. More work would be done with the Neighbourhood Officers on reporting cases.
- 8.4 Teresa Brown confirmed that she was working with the borough's stakeholders on progressing cases, and would report back to the Committee.
- 8.5 A request was made by Mary Benjamin for detailed reporting for individual estates so Committee members were able to identify any under-reporting for their local area. Teresa Brown undertook to look at this.
- 8.6 Brendan Tracey requested a breakdown on noise nuisance, and asked if there was a problem with the fabric of a building whether the investment strategy could address this. He also asked about the number of outstanding evictions. This information would be reported to the next meeting.
- 8.7 Mary Benjamin pointed out that posters were not yet displayed on estates informing residents who their Neighbourhood team members were. Teresa Brown confirmed that noticeboards were currently being reviewed.
- 8.8 Mary Benjamin questioned whether appointments for tenancy profile visits/checks were being scheduled ahead of the visits. Teresa Brown confirmed that the initial visit would be unannounced, and in the event that the tenant was not in, an appointment would be arranged. It was recognised that part of the process was to check whether there was any sub-letting activities going on. Further clarification was requested on how identification would be carried out during the visit. There was the concern that tenants would feel that the tenancy checks were intrusive.
- 8.9 The Committee **NOTED** the report.
9. **COMPENSATION POLICY AND PROCEDURE**
- 9.1 Janet Seward presented the revised Compensation Policy and Procedure which had originally been drawn up in 2010 but had proved too complicated to administer. The document had now been reviewed with the RBKC legal department. There were three different areas for compensation: statutory compensation for tenants' improvement, right to repair, and the discretionary compensation policy. The Committee were invited to consider the revised policy and agree for it to be adopted by the Board.
- 9.2 Simon Brissenden queried what the impact of the policy would be. It was confirmed that the Company would be unaffected by the policy because there was a budget for compensation and the policy would simplify the calculations. Councillor Blakeman asked whether vermin infestation should have been included i.e. failure to deal with it resulting in non-usable rooms. Sacha Jevans confirmed that compensation would be considered



in this scenario.

- 9.3 Brendan Tracey questioned whether leaseholders should also be eligible for greater consistency with regards to loss of amenities.
- 9.4 The Committee **AGREED THAT** the revised Compensation Policy and Procedure should be recommended to the Board for its adoption by the Company.

## 10 ANY OTHER BUSINESS

- 10.1 **REPAIRS POST INSPECTION PASS RATE:** Brendan Tracey expressed concern that this was only 47.6%. Sacha Jevans confirmed that the poor performance had been reviewed, and had improved in September and was now 73%.
- 10.2 **LIFT CALL OUTS:** Brendan Tracey noted that the target was 100% for the response time. Peter Maddison confirmed that it was a challenge to achieve the 2 hour call out target, and the Company's focus was on lift renewal.
- 10.3 **ANTI-SOCIAL BEHAVIOUR CASES:** it was noted that the number of new cases were reported as having gone down but that satisfaction was low. Brendan Tracey requested for more detail to be brought back to the Committee, and an increase in the number of surveys undertaken. Teresa Brown recognised that the number of reported cases was low, and tenants would be encouraged to complete a questionnaire over the phone.
- 10.4 **CAS:** Brendan Tracey queried why only 90% of emergency visits were achieved within the target time. Sacha Jevans confirmed that this was a service standard, but could be reviewed and a 95% target set.
- 10.5 **STAFF SURVEYS:** Brendan Tracey queried that only 62% of staff participated, but confirmation was given that this was a good result. The information obtained from the surveys would be reflected in the People strategy for the business plan.
- 10.6 **STAFF TURNOVER FOR CSC:** Mary Benjamin highlighted the high staff turnover on the CSC team. Sacha Jevans confirmed that it was not possible to report on the detail, but performance issues were being addressed, and there were now four new starters. Performance on waiting time had been worse in September during the training period although it was hoped that the quality of calls will have improved.
- 10.7 **REPORTS TO AREA REVIEW BOARDS:** Deborah Price proposed that reports on anti-social behaviour be presented to the ARBs. Confirmation was given that the ARBs already received performance reports for their areas, and it was hoped to develop their role as a forum for service issues/standards.

## 11 DATE OF NEXT MEETING

- 11.1 The next meeting of the Committee would be held on Thursday, 29<sup>th</sup> January 2015.
- 11.2 The meeting closed at 19.55.