

**KENSINGTON & CHELSEA  
TENANT MANAGEMENT ORGANISATION**

**Executive Team - 4<sup>th</sup> March 2013**

Present: Robert Black  
Yvonne Birch  
Sacha Jevans  
Anthony Parkes

In attendance: Angela Bosnjak-Szekeres  
Jane Clifton

	Action by
1. <u>Matters arising from the meeting held on 21 February</u>	
1.1 <u>Housing Regeneration Programme 2013/14</u> - Board member tour had taken place on 1 March prior to the Operations Committee looking at the bids on 7 March	
1.2 <u>Asbestos management and fire risk assessments</u> - Sacha Jevans would be meeting Peter Maddison, Anthony Parkes and Janice Wray on these issues on 7 March, including responsibility for appliances.	SJ/AP
1.3 <u>Property Services' report</u> - RBKC Housing Regeneration Board had come up with an action plan in order to review our relationship with Corporate Property. Anthony Parkes was our lead officer because of the links with income and the SLA while Sacha Jevans was involved on the capital programme side. Main issue was around managing the SLA, and Rupa Bhola or the Rent Income team could manage rental income.	AP/SJ
1.4 <u>Call centre</u> - brief was now drawn up for the review, and Sacha Jevans would be seeing a potential consultant on 7 March. Fay Johnstone would look for other candidates. We wanted someone to start on 1 April, and a project team would be formed, which would be linked to Peter Dunne's work on the ISP. The consultant would join the ISP project group.	SJ
1.5 <u>Grenfell Tower</u> - we expected to have a position on the way forward by the end of March, and Sacha Jevans would oversee progress because of the reputational risks with the Board and RBKC. Peter Maddison had prepared two versions of the capital programme for 2013/14, one of which included Grenfell Tower, and the other excluded the project, which would be discussed with Steve Mellor.	SJ
1.6 <u>Planned maintenance 2012/13</u> - projected underspending was £150k. Steve Mellor had been informed, and the quarter	

4 report adjusted. We were not placing any more work with RG for the time being because of performance concerns

AP

2. Savills' position statement

Savills had asked Executive Team to sign off their report. Anthony Parkes had already passed his detailed comments to Sacha Jevans, and these would be picked up. Further work to be done on clarifying what the keystone standard entailed following Nicholas Holgate's comments at the programme board on 28 February. Clarification would be required for the presentation of the report to the Leader's Group.

SJ

Under the keystone standard, properties would be maintained to their present standard, and kept watertight and wind proof. However, it did not include double glazing or other green aspects. Peter Maddison had commissioned some work on energy efficiency and M&E issues for two months' time. However, this would not be ready by the Leader's Group. It was agreed that a section be drafted in Plain English for councillors and residents on the standard i.e. no energy efficiency, although when replacing items such as windows and boilers, these issues would be addressed as modern equivalents would be installed. The keystone standard was based on natural life cycles.

At the Investing in the Stock programme board, Nicholas Holgate had welcomed the variety of options for going forward, and that it was possible to address issues 'organically'. Savills' report would just go to the Leader's Group, and not Cabinet. However, the options would involve the TMO.

It was pointed out that the purpose behind the business growth initiative had been to protect the stock and the company, which had been achieved. Next steps:

- A model for market rents and disposals would be worked on over the next year. RBKC wanted to commission Savills for the next stages.
- Detailed work on the initial identification of poorer performing estates to be done, and decisions made about our approach to regeneration. Costs of work to individual units also to be taken into consideration.
- However, there would be no major regeneration in RBKC, and the Rand report had identified estates as already being in poor condition. Savills were now recommending that we identify the worse estates and do a patch up job until regeneration money became available in the future.
- Trellick Tower being taken out of the social housing stock,

and market rents introduced at Elm Park House would bring in extra money.

- The aim would be to look at poorly performing stock in the next five years in order to 'smooth out' these issues for ten years.
- It was agreed that it was the TMO's responsibility to draw up an asset management strategy for going forward rather than RBKC.
- When Sacha Jevans had drafted an explanation of the keystone standard, we needed to demonstrate its impact on residents in order to influence the debate at the Leader's Group. Nicholas Holgate had already commented that the deferral of work would lead to greater expense.
- The business plan being put forward would result in enhanced income streams in 15 – 20 years' time.
- Following Sacha Jevans' work on the keystone standard, and discussion with Peter Maddison, Executive Team to have a further session on it before going back to the Council with a programme.
- Peter Maddison had suggested inviting Savills and a few others to carry out more work over the next year.
- Executive Team members would be attending a CLIP meeting on whether there was a possibility of using the former Cyntra procurement frameworks. Peter Maddison did not think that the initiative would work although Trowers thought that it would. Anthony Parkes had already discussed compliancy with Peter Maddison, and the purpose of the meeting later that day would be to discuss any concerns.

RB/SJ

All

### 3. Test of Opinion and the Membership Drive

Angela Bosnjak-Szekeres had now dicussed with Celia Caliskan, and it had been agreed that the TMO would carry out the Test of Opinion, and the timing would be linked to the AGM ballot. Continuing the Membership Drive after 1 April would also help us to achieve a good result in the Test of Opinion as currently we received a 95% vote in favour of the TMO continuing to manage the stock from members. The introduction of on-line voting would also increase the response in the AGM ballot.

AB-S/YB

The Test of Opinion had been due to be carried out by December 2012, but RBKC were happy that it take place in August.

Other advantages of increasing TMO membership were as follows:

- It would give us greater legitimacy as a TMO as we would be established on a more democratic basis in a climate of other ALMOs being taken back in-house
- There would be more people standing for, and voting in Board elections
- A more diverse and representative base of resident board members would enhance the Board's leadership role. Currently there was no real vision on the way forward in the Board.

The advantages of putting resources into increasing membership were queried i.e. how would it benefit the organisation and residents as it was less tangible than stock transfer. The Board would be developed through capacity building training, and it was also thought that the ISP would make a big difference.

One option on the way forward was to employ a company to carry out the campaign and Alasdair Manson would be bringing forward the options. Consideration could be given to a full time membership officer, and carrying out a campaign to increase membership. A briefing paper to be brought back to Executive Team.

RB/AM

4. Financial report

The financial report due to go to Board on 21 March would be circulated to Executive Team that week. All outstanding invoices were being processed.

AP

5. Board - 21 March

The draft Board agenda was reviewed. Property Services' report would be deferred to the May Board as the next six monthly report would be for the year end. A joint presentation to be made with RBKC on the impact of Welfare Reform in order to reflect the rent assurance project work being done by Nick Rendle. There would be one ISP report with the decision item incorporated into the update report. Resident Board Member election report to be circulated early next week for comments.

AB-S

Items for Chief Executive's report:

- Grenfell Tower update
- Credit Union
- Deferral of Property Services' report
- Hidden Homes
- Community rooms
- Parking items going to Cabinet

<ul style="list-style-type: none"> <li>• Worklessness strategy and roadshows</li> </ul>	All
<p>6. <u>Scrutiny Committee - 14 March</u></p> <p>Yvonne Birch, Nick Rendle and Sacha Jevans would be attending on community rooms and the ISP.</p>	YB/SJ
<p>7. <u>Digest - 7 March</u></p> <p>Yvonne Birch and Nick Rendle would be attending on community rooms and parking initiatives.</p>	YB
<p>8. <u>New letting of basement car parks at Holmeffield House and Walnut Tree House to Fortbox</u></p> <p>This paper would be going to Cabinet on 21 March, and required further clarification on the TMO's role in this initiative. Anthony Parkes had provided some comments. Laura Johnson to be a joint signatory with the TMO.</p>	AP/YB
<p>9. <u>MMA review</u></p> <p>Open Communities had now been commissioned to do the work, and were due to come back to Celia Caliskan by 14 March. Copy of the brief to be obtained.</p>	YB
<p>10 <u>Performance</u></p> <p>The following comments were made:</p> <ul style="list-style-type: none"> <li>• Repairs: Willmott Dixon position had not been taken into account as they hadn't met the deadline. We wanted their figures to be used as it improved the position. It was anticipated that the position would be more amber by the year end if the overall trend improved from January.</li> <li>• Gas servicing: figures had been challenged, and Sacha Jevans to look at detail</li> <li>• Call centre: on target by year end</li> <li>• Voids and lettings: there was an upward trend for voids with 18 days for February although we wanted to keep the target at 20 days</li> <li>• Rent collection: was improving with hard work. Several evictions were scheduled if they went through</li> <li>• Grounds maintenance: needed to move to the KPIs for the new contract to be more meaningful</li> <li>• Complaints: performance had been 100% since January, and it was hoped to achieve amber by the year end</li> </ul>	SJ

Health & Safety/fire risk assessments:

- Health & safety audit was due, and fire risk assessments were a risk
- There was a meeting on 7 March which would be attended by Anthony Parkes, Janice Wray, and Peter Maddison with Sacha Jevans when these issues would be discussed. Peter Maddison had put John Borra in charge of any action from fire risk assessments. Part of the problem was the non-performance of the contractor, RG, in carrying out inspections. Ricki Sams had overall responsibility for the contract, and Janice Wray had been picking up any failures with them. Previously, when Mark Anderson raised performance concerns with them, there was a shortlived improvement.
- It was agreed that we would aim to carry out any outstanding fire risk assessment action before the audit, and then sort out accountability/ownership of the work. A way forward was to consider what action we could take under the terms of the contract.

AP/SJ

Way forward:

- Janice Wray/Adrian Bowman to raise any outstanding actions
- Willmott Dixon to carry out outstanding works
- Angela Bosnjak-Szekeres' role on the enforcement side to be considered to ensure that the company was protected.

AB-S/AP

11 Corporate Plan priorities and objectives 2013/14

Janet Seward attended for this item, and the Risk Map. The corporate plan document had come out of the service planning day held by SMT and Managers' Forum, and progress would be reported to Board on a quarterly basis. An update would be circulated before Board dispatch for approval. The following comments were made:

- Change programme: Janet Seward to discuss with Sacha Jevans
- Membership drive: the wider remit was building customer loyalty which would include the membership drive and resident engagement
- Neighbourhood strategies: to be included i.e. tenancy checks, community based plans
- Welfare Reform: rent assurance project implementation had already started
- Review procurement strategy: would be part of the asset

- management strategy
- Fire risk assessments: queried whether these should be part of a wider health & safety objective
  - Additional items: Hidden Homes, Grenfell project, and ongoing work with RBKC on the asset regeneration strategy which would include management costs.
  - W2 workflow development: top six priorities to be listed
  - Corporate social responsibility: paper still to come to Executive Team from Managers' Forum/SMT
  - Business Plan re-write: emphasis to be on a new business plan
  - Organisational training and development: corporate induction to be part of this
  - Develop Select HR system: payroll review to be part of this.

JS

## 12 Risk Assessment 2013/14

The draft risk assessment for 2013/14 was reviewed which would go to Finance, Audit and Risk Committee in April. Revisions were made to the wording and scoring which reflected progress made this year. No. 8, development of a strategy for growth, would be removed as if was covered by no. 2.

JS

## 13 Any other business

13.1 Mutual exchange day - 1 March - had been well attended

13.2 Pembroke Road - Robert Black and Anthony Parkes had attended the briefing for the ward councillors on 1 March. The draft letter to residents would be revised by Laura Johnson/Ruth Angel so it was shorter with questions and answers. It was due to go out on 7 March in Cllr Coleridge's name.

13.3 Staff conference - would be planned for early July, and a venue booked. A staff planning group was being convened, and SMT and Manager's Forum also to have an input.

13.4 Executive Team away day - to be arranged as soon as possible. A decision to be made about a facilitator. The aims of the day would be to:

- Position ourselves
- Consider the key deliverables
- Take more of an initiative on the corporate objectives after a long period of focus on the ISP and business growth
- Business growth: pull all strands together

Preparation to be done:

- ISP: what difference it would make to the organisation (SJ)
- People strategy (YB)
- What should we look like as a membership company (RB)
- Asset management strategy (SJ)
- Management costs (AP)

Following the away day, we would hold an Executive Team/SMT away day which would feed into the staff conference and the Board away days.

13.5 HR restructure - Yvonne Birch to discuss with Fay Johnstone who had drawn up a proposal for consideration. There were a lot of areas to be addressed i.e. management training and induction.

An update was given on recruitment, and approximately nine vacancies remained : neighbourhood team leaders and an officer, three project managers for the capital programme, Ricki Sams' post plus the three engineer/surveyors. We were also recruiting for the two welfare officer posts, the assistant projects manager, and a permanent communications manager plus an interim for when Thea McNaught-Reynolds was away.

RB/JDC  
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