

**KENSINGTON & CHELSEA
TENANT MANAGEMENT ORGANISATION**

Executive Team - 6th February 2013

Present: Robert Black
Yvonne Birch
Sacha Jevans
Anthony Parkes

In attendance: Angela Bosnjak-Szekeres
Peter Maddison
Jane Clifton

	Action by
1. <u>Matters arising from the meeting held on 22 January</u>	
1.1 <u>Morrison</u> - final account had now been settled, and thanks were given to Anthony Parkes and Sacha Jevans.	
1.2 <u>Asbestos management</u> - Peter Maddison had met Janice Wray to discuss this, and it would be considered at the Health & Safety Committee next week.	PM/AP
1.3 <u>Property Services</u> - Executive Team to have sight of their report before it was presented to Board on 21 March.	AP
1.4 <u>Housing Regeneration Programme</u> - tenders for the two remaining projects had been opened on 5 February, and acceptance reports to be circulated to Executive Team for approval.	SJ
1.5 <u>Test of Opinion</u> - Laura Johnson had said at the Joint Management Team on 25 January that this should be carried out this year by the Council. Yvonne Birch/Angela Bosnjak-Szekeres to work with Celia Caliskan if it went ahead, and the Board to be advised. Timing to be planned with reference to the launch of the ISP, and the AGM when members would have the opportunity to vote in a secret ballot on whether they wanted to continue with TMO management.	YB/AB-S
1.6 <u>Appointment of independents</u> - Campbell Tickell's view was that the ISP independent board member should receive a salary, and further consideration would be given to this at the ISP project core group.	AB-S/All
1.7 <u>Grenfell Tower</u> - the project budget was still forecast to overspend by £2.2m. At Peter Maddison's meeting with Leadbitters, he had asked them to come back with more detail at a further meeting on 12 February. The works had been estimated at £8.5m and with fees would be £12m. We were	

receiving £6m from the Elm Park Gardens' basements, and the remainder was from the capital programme. If we went back to the market, the project would be delayed for a year. Peter Maddison would also be meeting Peter Wright on how the costs were brought down for the KALC project. We would have to go back to RBKC, if the costs could not be reduced, to discuss the options. Peter Maddison would be arranging to meet Laura Johnson. It was agreed that it was important to deliver this regeneration project reputationally.

PM

2. Joint Management Team meeting - 25 January

At the next Joint Management Team meeting on 26 February, there would be a presentation on our Savills' project which would be followed by an update on the RBKC's work on 'investing in the stock'.

3. Capital programme 2012/13 update

Progress was being made, and Peter Maddison was aiming to increase capacity. However, there was a forecast underspending on the revenue side for planned maintenance. We were planning to bring some things forward in order to reduce the underspending, but unfortunately, we had not been in a position to revise the budget at the mid year point, and RBKC would want to know why this had happened. Currently the underspending was £1.5m, and it was hoped to reduce it to £1m by 31 March, and Peter Maddison would look at this i.e. gutter cleaning programme. Peter Maddison to meet Sacha Jevans and Anthony Parkes following his meeting with Rupa Bhola that day so Steve Mellor could then be briefed

PM/SJ/A
P

4. Cyclical decorations & repairs contract: acceptance of tender

Cosmur Construction's tender was recommended for the south cyclical decorations' contract in the sum of £397,197. There were some concerns about the differences between prices, but assurances were given that the price was right, and performance on the contract would be managed. There were also some concerns about Pellings' role, and the consultant framework would be reviewed next year. Executive Team approved the tender from Cosmur Construction for the cyclical decorations' contract for the south in the sum of £397,197.

PM/SJ

5. Savills

A meeting was being arranged for 18 February to consider Savills' draft report which would be presented to the Joint Management Team meeting on 26 February. Peter Maddison would be meeting

SJ/PM

Austen Reid on 11 February.

Robert Black reported back on the meeting with Laura Johnson on 1 February, and a subsequent meeting with Dave Williams on 5 February:

- Keystone standard would continue for maintenance
- 400 – 500 units in sheltered and Trellick Tower would be dealt with separately while rest of the stock would be maintained 'as is.'
- RBKC would commission Savills to see if they could carry out regeneration work in the borough based on land values etc.
- TMO would continue to be involved through Robert Black and Anthony Parkes attending the 'investing in our stock' programme board. We had to be comfortable with any proposals on standards for both the Board and residents. The Keystone standard was thought not good enough for the future, and we were aiming to move to the modern standard.
- RBKC would concentrate on component parts i.e. Trellick, sheltered and regeneration, and this approach would be presented to the Leaders' Group.
- Although a leasehold transfer had been ruled out, RBKC would still want the TMO to be their strategic partner, but there may be no clarity on what this would involve for another year while Trellick and the sheltered project are sorted out.

The way forward:

- It was proposed that we ask RBKC for their plan, and offer to come back with a plan for them
- It was thought that they wanted to keep the TMO on side, and would like to set up an ISP type board for regeneration, which would report to the TMO Board. Laura Johnson wanted a more professional board for this work.
- Timescales were likely to be very protracted with one year for preparation, and approximately four years for the regeneration of the sheltered schemes, and five years for Trellick.

Our plan:

- More work to be done on standards, and priorities for investment next year, as preparation for a larger capital budget in 2014/15.
- Trellick and sheltered projects would be carried out, and re-

PM/SJ

development of the Pembroke Road site would also be a major factor.

- Savills would be doing more work on investment opportunities.
- It was thought that the Savills' report lacked vision, and we needed to have a conversation with the Council on the way forward i.e. Grenfell Tower, how to tackle fuel poverty, in order to build up a vision for the Council.
- At the same time we needed to remain involved, and work with Savills on the vision side.
- We wanted to be involved in the regeneration of the sheltered schemes and Trellick
- We had been advised that Savills' main area of expertise is on the property side rather than funding, and additional professional advice was required as this area was a learning process for both us and RBKC.
- RBKC was becoming an RP for the development of the travellers' site, and also to be able to set market rents for Trellick. We needed to decide our position both in relation to RBKC, and also the Board now that stock ownership was off the agenda. We had to consider our options as a management company, and further discussion to be given to this.
- We had to position ourselves for any opportunities now we could not progress the transfer option, but positive factors would be a bigger capital programme, and the ISP.
- We had achieved a lot on performance and governance over the last three years, and there was also the possibility of having resident Board members with their own vision for the future within two years.
- Although progress would be slow for the next 2 – 3 years, we could set up a structure for regeneration which would include hidden homes and Grenfell Tower.
- There was concern that the re-development of the sheltered schemes could be given to another organisation through competition on the open market. Hash Chamchoun was already involved, and Sacha Jevans had asked Laura Johnson to move the project to the housing regeneration group. Peter Maddison was meeting Ruth Angel on the project, and could ask questions about our role, and what opportunities there would be to be involved.

All

SJ/PM

6. Performance

Performance for December 2012 was reviewed:

- Repairs: Peter Dunne had circulated figures for January, and more work to be done by him and Siobhan Bowman on

the data being used. We would be reporting performance for quarter 3 in March, and further detail would go to Operations Committee. Key for the development of the ISP was performance from April onwards as we would inherit the position mid year.

- Gas servicing: position was improving, and was expected to be green by 31 March.

Assets and Investment:

- David Gibson, Head of Capital Programme, would be starting on 25 February, and the project manager roles were all covered by interims
- Priority on recruitment was the M&E side
- Office moves were not the main priority, and we would focus on recruitment first.
- Clear desk policy to be promoted as it was now possible to file documents in W2.
- Office accommodation to be reviewed as we approach the break clauses for 346 and the Hub in two years' time. More car parking spaces to be pursued in the meantime. (Peter Maddison left the meeting at this point).

Call centre:

- Was within target for December, but year end position had not improved. More analysis to be done of calls now that the new software was in place, and this could be a role for Siobhan Bowman. It was not anticipated that the volume of call backs would decrease significantly with the introduction of the ISP.
- There had been a 20% increase in the volume of calls, and the CSC were taking on more duties and responsibilities. Currently we were trying to maintain performance with this higher volume of calls, and resources needed to be reviewed. Line management structure was not satisfactory with the two team leaders managing 25 people between them, and also dealing with a high volume of queries. An option was to create a senior in each team (at a total cost of £6k) who would deal with queries so team leaders could concentrate on performance.
- It was proposed that we appoint a project manager to carry out a review of the contact centre, who would also work with Peter Dunne on the ISP side. In-house resources were considered, but it was agreed that a call centre expert was required to take an independent view of future options. Sacha Jevans/Yvonne Birch to explore options.
- Consideration was also given to the parking administrative

YB/SB

SJ/YB

role carried out by the CSC. Income from parking was now administered by the Income Team, but the number of parking applications was going down, and we were only able to maintain the current level of lettings. Income from parking was £700k which was achieved mainly from garages and hard standings. Nick Rendle was unable to handover parking enforcement, and systems were not being kept up to date because there was not a dedicated resource in the CSC for this role. A temporary parking role to be created so a reassessment could be made.

SJ

Overall performance to be green by 31 March:

- Tri-borough arrangement was impacting as we were being compared with Westminster, and Hammersmith & Fulham in some areas i.e. repairs, voids in addition to the homelessness area. Some data from other boroughs to be obtained for comparison although it would be difficult on repairs as everyone collected different data.
- We should aim to set reasonable targets, and achieve them.
- Siobhan Rumble was working on improving performance for rental income.
- Complaints: still showing as red, but were aiming for amber on completion of stage 1 complaints. It was suggested that data on stage 2 be omitted as the number of complaints reaching this stage was too low.
- Sickness: problem with under-reporting through Self Select. Staff were due to be informed that payslips would only be available on Self Select or e-mail from April.
- Membership: another 200 new members required by 31 March.

YB

7. Governance issues

Resident capacity building training and elections - four Board members were due to stand down, and Fay Edwards and Roy Turner were expected to stand again, and were likely to be re-elected. Tony Ward was expected to resign, but Celine Green's intentions were not yet known. Although it was not possible to introduce pre-selection this year, it was proposed that we work towards this. Because of the low turnout and intimidating nature, it was proposed not to hold a hustings meeting, but it would be possible for members to put questions to the candidates on-line, linked to their videos.

Board agenda - 21 March - agenda items were reviewed.

AB-S

8. Any other business

8.1 Breach of confidentiality - confidential papers from the Board were continuing to be circulated, and had appeared on Barry McQueen's website. AB-S

8.2 Financial report - it was requested that this come to Executive Team before Board. AP

8.3 Communications - Thea McNaught-Reynolds' [REDACTED] and it was critical for ISP communications that we had continuity in this area. Because of setting up the ISP, it was thought that there was enough work for two people. It was proposed that we recruit a permanent member of staff, and keep on Thea for the ISP work. Funding for communications had not been taken into account in the ISP budget, although there was money for branding. The Communications Manager also carried out tasks which other managers should cover for their staff i.e. checking of letters going out to residents. YB

RB/JDC
11.2.13