



AGENDA FOR THE HOUSING SCRUTINY COMMITTEE

Members of the Housing Scrutiny Committee are summoned to a on, **2 December 2014 at 7.30 pm.**

John Lynch
Head of Democratic Services

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Despatched : 24 November 2014

Membership 2013/14

Councillor Michael O'Sullivan (Chair)
Councillor Jenny Kay (Vice-Chair)
Councillor Raphael Andrews
Councillor Kat Fletcher
Councillor Aysegul Erdogan
Councillor Flora Williamson
Councillor Alex Diner
Councillor Una O'Halloran

Substitute Members

Councillor Mouna Hamitouche MBE
Councillor Jilani Chowdhury
Councillor Alice Perry
Councillor Gary Heather

Quorum: is 4 Councillors



A. Formal Matters

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1. Apologies for Absence
2. Declaration of Substitute Members
3. Declarations of Interests

If you have a **Disclosable Pecuniary Interest*** in an item of business:

- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.

In both the above cases, you **must** leave the room without participating in discussion of the item.

If you have a **personal** interest in an item of business **and** you intend to speak or vote on the item you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but you **may** participate in the discussion and vote on the item.

***(a) Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.

(b) Sponsorship - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.

(c) Contracts - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.

(d) Land - Any beneficial interest in land which is within the council's area.

(e) Licences- Any licence to occupy land in the council's area for a month or longer.

(f) Corporate tenancies - Any tenancy between the council and a body in which you or your partner have a beneficial interest.

(g) Securities - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to **all** members present at the meeting.

4. Minutes of Previous meeting 1 - 6
5. Chairs Report
6. Revised Terms of Reference Housing Scrutiny Committee
7. Housing Scrutiny TOR 7 - 8
8. Public Questions

9. Order of Business

B. Scrutiny Items

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10. Scrutiny Review - Estate Services Management - Witness evidence

11. Scrutiny Review - Scaffolding/ Work Platforms - Presentation/Approval of SID 9 - 10

12. Registered Providers - Presentation

13. TMO Scrutiny Review Report back 11 - 22

C. Urgent Non Exempt Matters

Any non- exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

D. Exclusion of Public and Press

To consider whether, in view of the nature of the remaining items on the agenda, any of them are likely to involve the disclosure of exempt or confidential information within the terms of the Access to Information Procedure rules in the Constitution and if so, whether to exclude the Public and Press during discussion thereof

E. Exempt Items

The Public may be excluded from meetings whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.

The next meeting of the Housing Scrutiny Committee will be on 26 January 2015

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Agenda Item 4

London Borough of Islington

Housing Scrutiny Committee - 2 October 2014

Minutes of the meeting of the Housing Scrutiny Committee held at on 2 October 2014 at 7.30 pm.

Present: **Councillors:** O'Sullivan (Chair), Kay, Andrews, Fletcher, Erdogan,
Williamson, Diner, O'Halloran

Councillor Mick O'Sullivan in the Chair

21 APOLOGIES FOR ABSENCE (Item 1)

Councillor Williamson for lateness

22 DECLARATION OF SUBSTITUTE MEMBERS (Item 2)

None

23 DECLARATIONS OF INTERESTS (Item 3)

None

24 MINUTES OF PREVIOUS MEETING (Item 4)

RESOLVED:

That the minutes of the meeting of the Committee held on 8 September 2014 be confirmed and the Chair be authorised to sign them

25 MATTERS ARISING FROM THE MINUTES (Item)

Members were informed that the information requested at the previous meeting would be circulated to Members in the near future

26 ORDER OF BUSINESS (Item 6)

The Chair stated that he would be dealing with the House Guardians and the ISHA items as the first two items on the agenda and the remaining items would be dealt with as indicated on the agenda

27 CHAIRS REPORT (Item 5)

The Chair stated that there would be a report back to the next meeting In relation to the recommendations of the TMO scrutiny and that prior to this he would be attending a TMO liaison Committee and any feedback from this meeting would be circulated to Members.

The Chair also stated that the date of the April Committee had been amended from 13 April to 16 April 2015.

28 ESTATE CAR PARKING- REPORT ON CONSULTATION (Item 7)

David Salenius, Principal Housing Manager, Housing and Adult Social Services was present and was accompanied by David Hutchinson, Estate Parking Manager.

During consideration of the report the following main points were made –

- It was hoped to implement the proposals in the report by June 2015
- Members expressed the view that it was beneficial that monies would be paid in advance

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- Members were informed that the proposals had been considered by 6 resident Panels and all these estates had numbered bays
- The view was expressed that there should be an equality impact assessment carried out to assess the provision of visitor bays on disabled residents or those who needed carers
- The view was expressed that the issue of the ROAMER scheme and the issue of the differential of parking charges for street and estate parking had not been addressed in the report
- Reference was made to the fact that residents who live in car free developments should not be allowed to circumvent this by being allowed to get access to estate parking and this needed to be looked at to ensure they were not able to access such spaces
- Reference was made to the fact that the problem of illegal motorcycle parking on estates had largely been effectively dealt with
- Members were informed that it was hoped that the introduction of the visitors voucher system would restrict usage and that it may be possible to increase the number of visitor bays in the north of the borough
- In response to a question it was stated that it was felt that any price rises should be incremental in order that demand can be gauged
- Reference was made to the charges that residents paid for storage facilities in garages and that there were a number of storage companies in the borough whose prices were reducing. It was felt that given this charges should not be raised at present but the situation kept under review
- In response to a question it was stated that a number of cycle shelters had been provided on estates and that if estates required these bids could be made under the environmental improvements scheme

RESOLVED:

- (a) That the outcomes from consultation, as outlined in 3.2 to 3.8 of the report, be noted
- (b) That as a result of this review, a report will be submitted to the Council's Executive in January 2015 seeking their approval of the final changes to the Estate Parking policy
- (c) That the Director of Housing and Adult Social Services be requested to investigate whether residents of car free developments can be prevented from accessing car parking spaces on estates

DHASS

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ESTATE SERVICES MANAGEMENT - SCRUTINY REVIEW (Item 8)

David Salenius, Principal Housing Manager, Housing and Adult Social Services and David Hutchinson, Estate Parking Manager were present and outlined the report to the Committee.

During consideration of the report the following main points were made –

- The Estate Parking enforcement contract administration team consists of two staff responsible for over 5000 parking charge notices issued by the Council's patrol contractors and covers over 200 estates. The team manage enforcement appeals and complaints investigation and responses, with over 350 appeals against Parking Charge notices investigated by the team per year, at stage 2 of the appeals process
- In addition, the team administer the Estate Parking Management Database. This entails management of a database that Customer Services teams use to issue over 4000 estate permits this year, for residents, visitors and contractors

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- The team also manage public enquiries about estate parking, advising on costs and availability of parking facilities and resolving reported parking problems
- The team develop initiatives to maximise income from underused estate car parks and ensure that signs warning of parking restrictions and giving public information are legally compliant and effectively maintained
- In addition the Council has a statutory responsibility to remove abandoned vehicles and on average the team remove 45 abandoned vehicles from Council estates each year
- The team also maintains maps of patrol boundaries and layout/numbering of estate car parks and garages. It also identifies priorities to meet demand and help to develop initiatives, such as garage storage, new build, commercial use and social enterprise use
- In response to a question as to whether discussions had taken place on whether caretakers could take on additional duties it was stated that there had been a meeting with the GMB to discuss this and Members stated that the GMB should be invited to a future meeting of the Committee
- In addition, Members requested that the previous reports that had been considered by the Housing Executive on caretaking, and estate parking be circulated to the Committee
- In response to a question it was stated that it was now illegal to tow cars away. The majority of the abandoned cars were old and often the DVLA did not have the information on the last registered owner
- It was stated that where there was demand and the budget was available garages would be refurbished for letting and that garages that were let were checked to ensure that nothing was being kept there illegally

RESOLVED:

That the witness evidence be noted and the previous reports to the Housing Executive in relation to Estate Car parking and caretakers be circulated to the Committee for information

DHASS
HODS

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HOUSE GUARDIANS - PRESENTATION (Item 9)

Stephen Davies of Camelot House Guardians was present and made a presentation to the Committee, a copy of which is interleaved.

During consideration of the presentation the following main points were made –

- Camelot Europe was established in 1993 and had 5 offices in the UK. Camelot had an £18 million turnover in 2013 and over 225 employees
- Camelot were the only live in guardian company to achieve a number of quality standards
- Camelot were the only live in guardian company with full insurance in place and covers all aspects of Camelot's operation including any damage caused by Camelot's operation to the property
- There were criminal risks to the property e.g. squatting, vandalism, arson, illegal raves etc., technical risks such as water leaks, fire, dilapidation, etc. and economic risks such as depreciation, planning/development and empty business rates
- There was also social risk to vacant properties such as them being a magnet for trouble makers and the lost sense of community. Camelot offers a 'one stop' solution with tailored advice, a bespoke solution and a range of services
- Live in guardians were mainly key workers who acted as temporary occupants and offered a quick solution and cost savings in comparison to traditional methods of security. The property is kept in permanent use and indicates to the neighbourhood

that the property is occupied and any squatters rights are not valid and constitute a criminal offence. Camelot Guardians care for the property as their own home

- Camelot offer flexible security solutions and have a hand back period of 4 weeks notice
- The economic benefits include permanent protection for a fraction of the cost of conventional security methods
- There were property requirements and Camelot provided the most cost effective price to return property to occupiable condition and offered the experience to deliver the full range of facilities management services
- In relation to decants there is increased level of communication between the client and Camelot and an agreed and clearly defined the intake process. There were fixed budgets pre-approved for repairs if required, with any units needing more than agreed level discussed before proceeding
- Camelot had a wide range of clients and were guardians to a number of properties in Islington
- In response to a question it was stated that people initially applied on the website, or heard about Guardians by word of mouth. The average length of stay for a Guardian was 8/9 months, and most moved on to other properties. However some properties had been in a Guardian tenancy for several years
- Guardians have a notice period of 4 weeks and have to take out contents insurance but buildings insurance is covered by Camelot
- Camelot worked with a number of London Boroughs
- Guardians were vetted directly by Camelot and Camelot did not take people directly off the Council waiting list, as this type of accommodation they offered was often not suitable for them, especially families
- In response to a question it was stated that very few of Guardian clients used their services to 'land bank' properties and the average length of time Camelot occupied properties for clients was 8/9 months

The Chair thanked Stephen Davies of Camelot for his presentation

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REGISTERED PROVIDERS - PRESENTATION (Item 10)

Colin Archer, Director of Development and New Business, Islington and Shoreditch Housing Association was present and made a presentation to the Committee, a copy of which is interleaved.

The Chair circulated a number of questions for consideration by Members in relation to the scrutiny.

During consideration of the report the following main points were made –

- ISHA had been operating for 80 years in Islington and the issues were similar to those when it started – poverty, high rents, overcrowding and poor health
- ISHA had a community/resident focus and is the first Housing Association in Islington to be a LLW employer
- ISHA has a subsidiary, Lien Vet, which promotes the housing needs for Vietnamese and wider SE communities and provides a landlord service, an outreach and support team, partnership working and an advocacy role
- ISHA's largest estate in the borough is St.Mary's Path and there have been new school developments in New North Academy and St.Jude and St. Pauls school
- ISHA is developing sites at Zoffany Street, Tufnell Park Road and on the Ashmount school site

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- Shared challenges include providing good quality, truly affordable housing for low waged and poor people given the high house prices and market rents in the borough, land values, reductions in grant, lack of affordable supply and welfare reform
- There had been a minimum of 41 LBI households direct housing benefit cases affected by the bedroom tax, however most people wanted to remain in their property and pay
- ISHA had introduced 'speed dating' where 50 households had exchanged properties. There was a £2500 incentive to assist with moving and there was a good relationship with the HB team. An outreach team assisted to sustain tenancies and this has reduced arrears and evictions
- The welfare reforms changes were due to impact more severely with the introduction of Universal Credit, frozen or reduced benefit caps, direct payments, 4 week payments in arrears, the need to administer claims digitally
- ISHA is committed to life time tenancies, new homes at social rent, re-lets at social rent and affordable shared ownership targeted at high priority groups
- ISHA had in the past utilised intermediate rents rather than shared ownership when the housing market fell in value
- ISHA adopted space guide lines on the guidance provided by L.B.Waltham Forest which was similar to Parker Morris standards
- In response to a question it was stated that the vast majority of lettings in the borough were as a result of Council nominations and that ISHA did not have a separate local lettings policy as the vast majority of lettings went to Council nominations
- It was stated that in terms of preparation for Universal Credit ISHA were offering advice to tenants on budgeting and to avoid pay day lenders and use a credit union
- Reference was made to the fact that ISHA would be contacting tenants at an early stage if welfare reforms impacted on rent payments
- Councillor O'Halloran expressed concern at recent problems at Maynard Court with a fire and the resulting repairs and the ISHA representative stated that he was not personally aware of all the details but that he would discuss this with Councillor O'Halloran following the meeting and investigate the problems raised
- It was stated that the last tenants survey on repairs satisfaction showed a 85% satisfaction rate
- In relation to inspections it was stated that there was a system of Estate offices and that these were responsible for a 'patch', and that inspections were made by them with local estate representatives on a monthly basis
- With reference to a development in Stroud Green Road and possible problems with this, the ISHA representative stated that ISHA had originally developed this site but it was now managed by Bangla. The ISHA representative indicated that he would investigate the problems if he was informed of them. However he was personally unaware of any problems and that in fact Bangla were currently in the process of purchasing the property from ISHA
- The ISHA representative stated that there was a residents forum and 2/3 Members of the ISHA Board were residents, There was also a residents away day and KPI's were on the website for residents
- ISHA participated in 'House Mark', which was a benchmarking scheme for social landlords and ISHA were usually amongst the best performers. Some 'House Mark' data was not published as it contained commercially sensitive material
- In response to a question as to how the energy efficiency of the stock could be improved, it was stated that this was a challenge in Islington, given that a number of properties were in conservation areas. However ISHA were committed to becoming a more green organisation and to tackle fuel poverty. New housing stock was energy efficient and a retro fit was being done on some of the older properties

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- A Member enquired as to the number of properties that ISHA had in shared ownership and it was stated that there were currently 370 properties, which enabled a subsidy to be given. Usually around 30% of properties were sold as shared ownership and there was the ability to sell back the shared ownership to ISHA or sell it on the open market. In the event of the property being sold back to ISHA there was a Panel of 3 valuers who decided on the market value of the property
- In response to a question on target rents it was stated that there was a complicated formula that was based on the market value of the property and new properties were still being developed at target rents

RESOLVED:

That following discussion by Members of the Committee of a list of supplementary questions, these be circulated to Housing Associations for consideration

The Chair thanked Colin Archer of ISHA for his presentation

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WORK PROGRAMME 204/15 (Item 11)

The Chair stated that with regard to the Registered Social Landlords scrutiny it would be useful to provide witnesses in advance with a list of questions in advance, and that a pro forma be prepared on this basis for consideration by Members.

RESOLVED:

- (a) That the work programme be noted
- (b) That the Director of Housing and Adult Social Services be requested to prepare a pro forma for questions to Registered Social Landlords, and that these be circulated to Members for consideration

DHASS

The meeting ended at 9.50P.M.

CHAIR

HOUSING SCRUTINY COMMITTEE

Composition

Members of the Executive may not be members of the Scrutiny Committee.

No member may be involved in scrutinising a decision which he/she has been directly involved.

The Up to 3 Elected Resident Representatives shall be included in the membership of the committee as non-voting co-optees:

Quorum

The quorum for a meeting of the committee shall be four members not including co-opted members.

Terms of Reference

1. To carry out the functions of an overview and scrutiny committee in respect of matters relating to Housing Services.
2. To consider and make recommendations to the Executive, the Executive member for Housing and to Corporate Directors or other council officers with relevant delegated authority in relation to any aspect of the council's housing landlord functions and services.
3. To consider and make recommendations to the Executive, the Executive member for Housing and to Corporate Directors or other council officers with relevant delegated authority in relation to other functions and services directly affecting any aspect of the council's housing landlord functions and services.
4. To review the operation and effectiveness of the council's resident engagement arrangements from time to time.
5. To consider matters relating to the performance of the Council's partners, including RSLs, in respect of housing and housing related matters as appropriate.
6. To consider residents' experience of the borough's privately rented housing
7. To seek and receive the views of residents concerning housing matters through the council's resident engagement arrangements.
8. To undertake a scrutiny review of its own choosing and any further reviews as directed by the Policy and Performance Scrutiny Committee and, consulting all relevant sections of the community, to make recommendations to the Executive thereon.
9. To carry out any review referred to it by the Policy and Performance Scrutiny Committee following consideration of a Councillor Call for Action referral.

October 2014

SCRUTINY REVIEW INITIATION DOCUMENT (SID)
Review: Scaffolding and work platforms
Scrutiny Review Committee: Housing
Director leading the review: Simon Kwong
Lead Officers: Ryan Collymore and Damian Dempsey
<p>Overall aim:</p> <p>To review the current use of scaffolding and other work platforms by Housing Property Services, considering the costs, issues and pros and cons of different forms of provision.</p>
<p>Objectives of the review:</p> <p>Report the current scaffolding arrangements for capital and responsive repairs. Discuss health and safety requirements. Consider the pros and cons of insourcing scaffolding for responsive repairs.</p>
<p>How is the review to be carried out:</p> <p>The review will take place in three stages, first a presentation to ensure all parties have an understanding of the current arrangements and possible options to be considered and provision of all documentation supporting the presentation. In a second stage the committee will be invited to attend a tour of a number of sites looking at a range of scaffolding arrangements and other forms of access. Thirdly the Committee will have the chance to interview a series of staff working on scaffolding from different perspectives and two comparable landlords to consider how they manage scaffolding.</p> <p>Scope of the Review</p> <p>The review will consider the application, methodology, cost and practice of using scaffolding for repairs and capital investment works on Islington's housing stock. The presentation will not cover scaffolding for other non-housing services provided by the council.</p> <p>Types of evidence that will be assessed by the review:</p> <p>1. Documentary submissions:</p> <p>Copy of Presentation HSE Guidance Schedule of Rates Preambles and prices for Roofing and Scaffolding</p>

Contract Documents with Breyer Group and Mears Ltd.
 Procedure Documents
 Example of the roofing register and relevant related paperwork
 Copy of H&S audits for roofing

2. It is proposed that witness evidence be taken from:

- i) Health and Safety Team - to provide further info on the safety of scaffolding
- ii) Direct Works Group Leader – to provide information regarding repairs process
- iii) Capital Works Contractors – to discuss their delivery and issues
- iv) Repairs Contractor – to discuss their delivery and issues
- v) Camden Repairs Manager (TBC) – for comparison with another LA
- vi) Circle Anglia Repairs Manager (TBC) – for comparison with an RSL
- vii) Capital Quantity Surveying Group Leader – to discuss cost control, provision of access equipment and terms of contract.
- viii) Customer Services Group Leader – to discuss complaints regarding scaffold.

3. Visits

- Visit to a live capital site with scaffold (location to be agreed)
- Visit to a live repairs site with scaffold (location to be agreed)
- Visit to a range of properties to explain the different issues and methods of access

Additional Information:

Programme

Key output:	To be submitted to Committee on:
1. Scrutiny Initiation Document	2 December 2014
2. Timetable	
3. Interim Report	16 April 2015
4. Final Report	8 June 2015



Report of: Service Director – Housing Needs and Strategy

Meeting of:	Date	Agenda item	Ward(s)
Housing Scrutiny Committee	02 December 2014		All

Delete as appropriate	Exempt	Non-exempt
Report Type	Information	

SUBJECT: TMO SCRUTINY REVIEW UPDATE

1. Synopsis

- 1.1 This report provides a refreshed action plan for the TMO Scrutiny Review that took place in 2011. The full action plan is attached as an appendix to this report.

2. Recommendations

- 2.1 That the report is noted by the committee.

3. Background

- 3.1 The Communities Review Committee undertook a review of the 25 Tenant Management Organisations (TMOs) in Islington in 2011. The overall objective was to carry out a balanced scrutiny of TMOs whilst exploring their strengths and weaknesses and their relationships with the council, Homes for Islington (since integrated back into Islington Council) and residents. The scope of the review aimed to assess their effectiveness in providing services to residents along with their financial structures and viability. The review also looked at the support these organisations receive from the council.
- 3.2 In October 2011 the Executive approved the final report with recommendations arising from the review.
- 3.3 In January 2012 the Executive noted the action plan.

4. Key progress

4.1 The following sets out progress in relation to key themes and issues arising from the original scrutiny review report:

London Living Wage (action plan item 1) – All TMO employees are paid at or above the London Living Wage. Wenlake TMO is an accredited Living Wage employer.

Support for LBI staff (item 5) – The TMO Team attend annual NFTMO (National Federation of TMOs) conferences and quarterly LACOG (Local Authority Co-operative Officers Group) meetings for good practice sharing around working with TMOs. The team also provides regular briefings and guidance to council colleagues on how TMOs work and how working relationships can be improved with them.

Surpluses and business plans (item 7) – Seven TMOs now have business plans in place that include ideas for using their surplus funds for improvements on the estates they manage. A further seven are currently developing business plans.

Consultation (item 9) - Property Services are currently reviewing their policy on consultation and will take into account feedback from the recent TMO Satisfaction Survey and Residents' Taskforce Review. Additionally, the TMO Team is working with Property Services to build awareness and understanding of TMOs and their functions amongst technical staff to help improve the outcomes from work on TMO estates for residents and the council. A number of TMOs have also been supported in delivering their own cyclical works.

Reporting and monitoring (item 14) – The council's monitoring systems have been reviewed and the reporting requirements for TMOs pared down and made less onerous. All TMO monitoring is now contained in one spread sheet for each TMO for easier reference.

TRAs (item 17) – The Community Conversations Network has been set up by the council and provides a forum for TRAs and TMOs to come together. Newsletters have been circulated as a result of this network and an event is planned for autumn 2014, following the success of an initial event in 2013. Bemerton TMO have also hosted events for TRAs to promote the idea of local management and TMOs.

Joint TMO Liaison Committee (item 21) – Regular TMO Liaison Committee meetings are now held and provide TMOs and the council with the opportunity to better understand each other's priorities areas, learn about changes that will affect them and invite colleagues to present on specific areas of work and interest.

5. Implications

5.1 Financial implications:

These are contained within the action plan in items 6, 7 and 8.

5.2 Legal Implications:

There are no legal implications for this report.

5.3 Environmental Implications:

The actions within the TMO scrutiny action plan do not have any environmental impacts.

4.4 Equality Impact Assessment:

The council must, in the exercise of its functions, have due regard to the need to eliminate

discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

6. Conclusion and reasons for recommendations

- 6.1 The majority of actions within the action plan are now completed, with a number to be reviewed on an on-going basis.

Appendices: TMO Scrutiny Review Recommendations Action Plan (updated August 2014)

Background papers: Final TMO Scrutiny Review Report Oct 2011 (available online or on request)

Final report clearance:

Signed by:

Director for Joint Board/Committees or Exec
Member if going to the Executive

Date

Received by:

Head of Democratic Services

Date

Report Author: Ross Treseder
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TMO SCRUTINY REVIEW RECOMMENDATIONS ACTION PLAN

TMT = TMO Team
PS = Property Services Team

Item	Recommendation	Responsible	Planned Action	Progress	Timeline
1. Employment practise	All TMOs to ensure that LLW is included within their employees salaries	TMOs	TMT to monitor TMOs	<ul style="list-style-type: none"> Service Improvement Team introduced LBI's LLW policy to TMOs at TMO Liaison Committee (8/5/12) All TMO's have reported back that their employees are paid above the LLW. <p>NOTE: Wenlake TMO has an accreditation from the Living Wage Foundation as an evidenced Living Wage employer</p>	COMPLETE
	All TMOs staff to be entitled to be included within a pension scheme	TMOs	TMT to monitor TMOs	<ul style="list-style-type: none"> TMOs have been requested to update the Council on the progress of offering a pension scheme to employees. The council continually encourages TMOs to provide a pension scheme and the Workplace Pension Reform will require smaller organisations, such as TMOs to offer a scheme by 2017. The TMO Team will provide a guidance session for TMOs in advance of the reform coming into effect outlining the options available to TMOs to meet this requirement. 	On-going
	Recognition of Trade Unions by TMOs	TMOs	TMT to monitor	<ul style="list-style-type: none"> Several TMOs feedback that their staff are unionised and the TMOs work closely with various Unions in developing mutually agreed working practises for their employees. 	COMPLETE
	Model document and templates on employment practises	IC	TMT to produce guidance pack for TMOs	<ul style="list-style-type: none"> Relevant Council employment policies were identified and sent to TMOs on 11/5/12. TMO Team check that contracts are in place for TMO staff as part of monitoring. TMO Team have provided guidance around CRB/DBS checks and employment in general. 	COMPLETE

Appendix 1

Item	Recommendation	Responsible	Planned Action	Progress	Timeline
2. Trade Unions	A meeting should be arranged between TMOs and Trade Unions to discuss their differences and work to a resolution of outstanding issues.	TMOs/IC	TMT to facilitate meeting	<ul style="list-style-type: none"> TMOs have been provided with various contact details and information on Islington's recognised Unions to pass onto employees. TMOs chose not to pursue a meeting with the unions. Bemerton TMO has offered to provide support and guidance to TMOs if necessary, in negotiating with Unions. 	COMPLETE
3. NFTMO Kitemark	TMOs apply for the National Federation of Tenant Management Organisations Kitemark.	TMOs	TMT to collect results from TMOs	<ul style="list-style-type: none"> A briefing session for Islington TMOs, on the NFTMO Good Governance Health Check and Kite Mark, was delivered by the NFTMO on 19/05/2012 and c. 35 participants attended. The purpose of the session was to raise TMOs' awareness of the self-assessment health check and encourage them to undertake this and consider going for the Kite Mark. To date, Wenlake TMO has made the most progress in moving forward with completing the Kitemark exercise, having completed 3 steps of the process. Most TMOs have discussed at committee meetings and Spa Green, Charteris, and Bemerton are considering taking it forward. The TMO team annually ask TMOs for any updates in this regard as part of the risk assessment monitoring process and have shared best practice from TMOs where this is being taken forward. 	On-going
4. Shared services	TMOs, in partnership with LBI, explore the possibility of shared services and joint procurement to reduce costs. This should include HR, Finance and Legal.	TMOs/IC	IC to host joint meeting with TMOs to discuss option of shared services/joint procurement	<ul style="list-style-type: none"> In principle, TMOs can buy into the Councils back office service to TMOs but in order to make this viable for the Council there needs to be sufficient interest from TMOs. A questionnaire to explore TMO interest in this option was sent to all TMOs in February 2013. Only two responses were received indicating that this approach is not viable at this stage. After discussions at two TMO Liaison Committee meetings, TMOs are not keen to explore sharing resources amongst each other but agreed that this could be explored through the above questionnaire. As stated above, the low level of response indicates that TMOs are 	COMPLETE

Appendix 1

Item	Recommendation	Responsible	Planned Action	Progress	Timeline
				<ul style="list-style-type: none"> not keen to explore this at this stage. The council is willing to explore these options again in the future, should there be further interest. 	
5. Support for LBI staff	There should be training for IC staff to support TMOs effectively.	IC	IC staff to attend NFTMO conference	<ul style="list-style-type: none"> The Council, through the TMT has close links with the NFTMO and attends the annual regional conference in London. The TMT is a member of LACOG which is a network of nationwide local authorities with TMOs. The TMT has attended LACOG's quarterly meetings since 2012. The TMO Team produced comprehensive guidance around cyclical works on TMO estates that has been circulated to TMOs and relevant council staff. The TMO Team have provided briefings on how TMOs work to council colleagues, including how to potentially improve working relationships. More of these are planned in response to the recent TMO Opinion / Satisfaction Survey. 	COMPLETE
			IC staff to liaise with LACOG on TMO issues	<ul style="list-style-type: none"> The TMT regularly liaise and network on TMO issues with other local authorities with TMOs and in particular: Southwark, Hackney, Tower Hamlets, Camden, Lambeth, Westminster, Birmingham and Hackney, as well as through the wider LACOG group. 	COMPLETE
6. Reserves	TMO's maintain up to 6 months of working capital in their reserves for unexpected emergencies.	TMOs	TMT to monitor TMO reserve accounts	<ul style="list-style-type: none"> All TMOs are compliant with having a minimum of 3 months working capital allocated to their reserve accounts. 	COMPLETE
7. Surpluses	TMOs be requested to draw up a Business Plan to spend their surplus reserves	TMOs/IC	TMT to provide training	<ul style="list-style-type: none"> The Council facilitated a training event for TMOs in September 2011 on developing a business plan for their types of organisations. The TMT provided the NFTMO's business planning toolkit to all TMO's. 7 TMOs now have business plans in place and another 7 are currently working towards one. 	On-going

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	IC should provide a list of options that would be match-funded in order to improve estates.	IC	To determine match funding for projects	<ul style="list-style-type: none"> The Council approach TMOs on an on-going basis when one off match funding opportunities is made available. Examples to include: S106 improvement works, energy efficient schemes and New Build projects. Several TMOs have successfully applied for tenant compact / estate improvement funds. 	On-going
8. Allowances	Any review of allowances should be completed within four months or sooner, and, if agreement is not reached in this time, the matter should be referred to IC for consideration.	TMO/IC	TMT to monitor progress of negotiations between both parties	<ul style="list-style-type: none"> The Council commit to sending out draft allowances in December and final allowances in March of each year. The Council offers to meet TMOs once draft allowances have been sent to discuss efficiency savings made by the Council. The Council reviewed its budgets in line with the housing management integration to ensure allowances are calculated proportionately. 	COMPLETE
	In addition, where there are disputes, these should be agreed, wherever possible, without the need for legal action, and IC should play a role in resolving any such disputes between TMOs and HFI.	IC	TMT to escalate unresolved issues to IC	<ul style="list-style-type: none"> No dispute notices have been served since the scrutiny took place. 	On-going
9. Consultation	IC to consult with TMOs on forthcoming works on their estates	IC	Property Services & Operations to consult/keep TMOs informed of forthcoming works. TMT to monitor progress	<ul style="list-style-type: none"> TMOs receive monthly updates on schemes or projects planned on their estates along with progress reports and contact details. TMO Team to arrange meetings or liaison when necessary with TMOs and Property Services Team to ensure consistent consultation. A Property Services representative is now regularly invited to attend the quarterly TMO Liaison Committee meetings. Property Services are currently reviewing their policy on consultation and will take into account feedback from the recent TMO Satisfaction Survey and Residents' Taskforce 	COMPLETE

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				<p>Review.</p> <ul style="list-style-type: none"> The TMO Team has been invited to attend a Capital Programming technical team meeting to build awareness of TMOs amongst technical staff and improve understanding of their knowledge, functions and ways of working. The Resident Engagement Team are planning an event for the Capital and New Build teams around best consultation practices. The council have supported a number of TMOs in delivering their own cyclical works successfully. 	
10. TMO Boards	Non-residents of an estate should not sit as elected members on the TMO Board for an estate. Local ward councillors should be invited to attend TMO Board meetings as contributing observers.	TMO/IC	TMT to monitor status of committee members	<ul style="list-style-type: none"> TMO Team carries out regular analyses of TMO Boards to determine the involvement of non-residents along with leaseholders, sitting on TMO boards. With reference to individual TMO rules, the TMO Team inform the organisation accordingly if the make-up of a board potentially undermines the objective of local management for the TMO. 	On-going
			IC to provide details of TMOs to ward Cllrs	<ul style="list-style-type: none"> TMOs have been provided with the list and contact details of their Ward Councillors. 	COMPLETE
11. Representation	TMOs should make every effort to ensure their board is broadly representative of residents living on the estate, including by tenure type.	TMO/IC	TMT to analyse make up of TMO boards and feedback to TMOs	<ul style="list-style-type: none"> The Council provides each TMO on an annual basis a breakdown of the diversity information for each resident. A questionnaire was sent out to each TMO committee member to collect the diversity compilation of each board on their behalf. The TMT provide guidance on incorporating this data into the requirements of their equal opportunities policy and finding ways in engaging with the diverse communities within their estates. 	COMPLETE
12. Training for TMO Boards	TMOs should arrange suitable training modules for Board Members to access, to help them fulfil their complex role.	TMOs	TMT to request training completed from TMOs	<ul style="list-style-type: none"> TMO Team regularly provides support and advice where necessary and collects training information from each organisation at the November Risk Assessment meetings. TMO Team has recently provided updated committee induction packs and training on understanding the 	COMPLETE

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				Modular Management Agreement to TMOs.	
13. HFI Board	There should be a representative from TMOs on the HFI Board.	IC	Governance Team to invite a TMO representative	Not applicable due to integration of housing management services.	N/A
14. Reporting	IC should carry out with TMOs a systematic review of the documentation/information required by IC and reducing this to a minimum in order to reduce the burden on TMOs.	IC	TMT to carry out a review of TMOs monitoring	<ul style="list-style-type: none"> In February 2012 the Council carried out a review of its monitoring systems of TMOs and ensured duplication of monitoring information is removed to reduce documentation required from TMOs and that specific items are requested at a point in the year which is easier to monitor is completed. As of January 2014, each TMO's annual monitoring information is contained within one spread sheet for easier reference. There are two monitoring meetings per year with each TMO – these are also an opportunity for the TMOs to discuss any further support needs that they may have. 	COMPLETE
15. Allocations	Ensure that allocation of properties is not granted to any candidates other than those with the highest point's totals.	IC	Allocations to monitor this process	<ul style="list-style-type: none"> Housing Options Team is monitoring lettings of TMO managed properties to ensure conformity to the policy. We are not aware of any issues with the Co-op's allocation responsibilities. 	COMPLETE
		TMOs	TMOs to amend policies to reflect this	<ul style="list-style-type: none"> TMT to provide TMO's with updates or changes to the Councils policies. A briefing on the council's latest policy was provided at a TMO Liaison meeting in late 2013. 	COMPLETE
16. Taking on services	Request by a TMO to take on a new service from IC; IC should undertake to ensure the process is completed as soon as possible, within 4 months.	IC	TMT to project manage process and requirements of both parties	<ul style="list-style-type: none"> Where TMOs have requested to take over responsibility for an additional service, the TMO Team work in close partnership with the TMO and relevant council teams to ensure the process is completed as soon as possible. 	COMPLETE
17. TRA's	TMOs liaise with TRA's on IC estates to share good practice: IC should help arrange a liaison mechanism to put this in	IC/TMO	TMT to send out details of local TRA's to TMOs	<ul style="list-style-type: none"> Bemerton TMO hosted an open day for TRA's in May '12 as part of the 1000 Communities Campaign to make residents aware of their rights in managing their estates. Feedback from attending TMOs included that this was a well-attended event by both Camden and Islington TRA's 	COMPLETE

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	place.			<p>and a range of consultants who are experienced in the tenant led organisations.</p> <ul style="list-style-type: none"> The Resident Engagement team within the Council to hosted an initial Community Conversations Network event in May 2013, involving TMOs and TRAs from across the borough. The next event is in planning stages and is due in autumn 2014. Two newsletters have also been circulated. 	
18. Prospective TMOs	In particular, where a TRA expresses an interest to set up a TMO, then a representative from an existing TMO should be invited to the initial TMO development meetings.	IC	TMT to invite an active committee member to attend and meet TRA	<ul style="list-style-type: none"> Few TRA's have expressed an interest in exploring the Right to Manage route but with the two enquiries the Council have had in the previous year have been offered to meet with their nearest TMO. There is due to be a TMO article in the July 14 Your Home newsletter. 	COMPLETE
19. Ward Partnerships	TMOs should be invited to attend and participate in Ward Partnerships so that they can become more involved in the issues affecting the local community.	IC	IC to invite TMOs to Ward Partnership meetings	<ul style="list-style-type: none"> TMT provided TMOs with contact details to Democratic Services in IC to pass on to Cllrs and ward champions. TMOs have recently been provided with the arrangements for Ward Partnership public meetings for 2014/15 and with details of ward councillors since the May elections. 	COMPLETE
20. TMOs AND THE VAI	Voluntary Action in Islington should liaise with TMOs to help integrate them into the wider Islington voluntary and community sector.	VAI	TMT to pass TMO details onto VAI	<ul style="list-style-type: none"> Initial discussions with VAI indicated a £20k cost to set up a TMO Network. As TMOs are proficient in communicating with each other on a regular basis, this is not a cost effective exercise and we will explore other networking options both with other TMOs and the wider voluntary sector. The Community Conversations Network made up of residents groups, including TMOs, across the borough was set up by the council and had an initial event in May 2013. There have since been 2 newsletters and another event is planned for autumn 2014. 	COMPLETE

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21. Joint TMO Liaison Committee	IC should reconvene the Joint TMO Liaison Committee, described in the TMO/IC management agreement, quarterly. IC and an elected member appointed by the Council should attend.	IC	IC's Principle Partnerships Team to organise	<ul style="list-style-type: none"> TMO Liaison Committee meetings are now held quarterly and provide opportunities for both the Council and TMOs to invite colleagues to present on specialised areas and set agenda items. 	COMPLETE
22. Wider Housing Reviews	TMOs and the issues highlighted by this scrutiny be given due consideration in the current broader reviews of council housing provision and management any restructuring that might take place.	IC	IC to consider	<ul style="list-style-type: none"> The TMO Team, along with the rest of HFI, was reintegrated to the council in 2012 and structured to address the appropriate needs of TMOs. 	COMPLETE