ISLINGTON

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	• 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. **NOTE:** Wenlake TMO has an accreditation from the Living Wage Foundation as an evidenced Living Wage employer	COMPLETE
	All TMOs staff to be entitled to be included within a pension scheme	TMOs	TMT to monitor TMOs	• 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	• 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	• 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

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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	• 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	• 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	• 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

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				• 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	• 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	• 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	• 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	• 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	• 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	• 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	• 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	• 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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				Review.	
				• 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	• 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	• 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	• 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	• 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	• 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	• 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	• 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	• 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	• 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.			• and a range of consultants who are experienced in the tenant led organisations. • 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	• 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	• 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	• 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	• 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	• 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