

THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
REPORT BY THE DIRECTOR OF HOUSING AND TOWN CLERK AND
EXECUTIVE DIRECTOR OF FINANCE
FIVE YEAR REPORT OF THE MODULAR MANAGEMENT AGREEMENT
WITH KENSINGTON AND CHELSEA TENANT MANAGEMENT
ORGANISATION

The purpose of this report is to present details of the Tenant Management Organisation (TMO) performance in meeting the objectives set out in the Modular Management Agreement (MMA)

FOR INFORMATION

1.0 Introduction

- 1.1 This report details a review of the Modular Management Agreement between the Council and the TMO.
- 1.2 An executive summary of this report is also available.

2.0 Purpose of Report

- 2.1 The Modular Management Agreement formalises the management arrangements between the Council and TMO and was required by the Secretary of State under Right to Manage legislation. Document templates were made available to local authorities when Right to Manage legislation was brought in so the documents agreed between most local authorities and TMOs are quite standardised; the agreement this Council has with our TMO is no exception to this.
- 2.2 In accordance with the terms of the MMA the Council is required to review the agreement to ensure that it is legislatively correct, reflects current working practice, takes into account any changes that have occurred since the agreement was made, and to confirm that the management arrangements with the TMO are robust enough to meet future requirements. The Council is required to do this as part of a Five Year Review. In monitoring the TMO's performance the MMA requires the Council to pay particular attention to:
 - the democratic standards of control and compliance with KCTMO

- Rules or Memorandum and Articles of Association;
 - the standards of implementation of the Equal Opportunities Policy and Procedures;
 - the general efficiency of KCTMO administration and the use of KCTMO Key Performance Indicators to demonstrate the achievement of (or failure to achieve) the required performance standard;
 - KCTMO Standards of financial control and its financial viability;
 - the allocation of vacant property dwellings to housing applicants and the implementation of fair housing policies and good tenancy management.
- 2.3 The financial protocols are being reviewed as part of work underway to update the MMA. A review of financial viability was therefore not considered as part of this five year review.
- 2.4 Since the MMA was agreed, the TMO transferred responsibility for the allocation of property back to the Council. Housing allocations were therefore not to be looked at under this review.
- 2.4 In 2009 an Improvement Plan was agreed between the TMO and the Council. The Improvement Plan covers a variety of areas, including governance and performance issues. The Improvement Plan covers all the areas covered by the Five Year Review.
- 2.5 It has therefore been decided to use the plan to form the basis for the review. In addition to the areas the Improvement Plan covered, the review also looked at Equal Opportunities policies, resident engagement and staff training.
- 2.6 The below details the key areas that this review covers:
- Equal Opportunities Policy and Procedures
 - Governance
 - Strategic and Business Planning
 - Performance reporting
 - Culture and Customer Service
 - Risk management and audit
 - Structure and Staffing
 - Repairs and Capital Works
 - Complaints and longstanding disputes
 - Joint issues with the Council - Review of TMO and Councils relationship with the Lancaster West Estate Management Board (EMB)
 - Joint issues with the Council - Tenants Consultative Council (TCC), ARBs and Resident Engagement
 - Staff Training

2.7 The review has been conducted in four stages:

- The TMO completed self assessment forms and provided evidence scoring their performance against the above headings;
- A desktop review of the information provided by the TMO was conducted. This included reviewing the self assessment evidence and analysing performance information that the Council already hold on the TMO;
- Stakeholder feedback was sought from key stakeholders;
- Validation visits were carried out including interviews with TMO staff members and Board Members.

2.8 The self assessment required the TMO to assess their performance as fair, good or excellent in relation to the above key areas.

2.9 The form can be found below at Appendix 1.

2.10 The form includes details of improvements that the TMO are suggesting for each of the areas reviewed.

2.11 Additional suggestions for improvements in specific areas have been added by the reviewer following the review. These can be found in Appendix 2 below.

2.12 The TMO has provided a number of documents to evidence the self assessment. Copies of these documents can be provided if required.

2.13 Stakeholder feedback can be found in Appendix 3.

2.14 The information contained in this report needs to be looked at in conjunction with the information contained in the three appendices mentioned above.

3.0 Equal Opportunities Policy and Procedures

Self assessment: Good with promising prospects for improvements

Reviewers view: Agree with self assessment

3.1 Mechanisms are in place to assess if services are delivered fairly and equally.

3.2 There are clear procedures for conducting equality impact assessments but no evidence was provided which showed there was a plan detailing which policies or project would have impact

assessments carried out on them.

- 3.3 There was no evidence that showed that the organisation was ensuring their contractors had effective diversity or equalities policies and training.
- 3.4 The TMO is comparing itself against the Social Housing Equalities Framework.
- 3.5 In line with RBKC, the TMO are not intending to formally apply for assessment. They are working in line with RBKC Corporate Equalities Officer and conform to the work on Equalities Frameworks that are carried out by RBKC.
- 3.6** Terms of reference were provided for an equalities and diversity group. Minutes evidencing that the group had met were also provided.

4.0 Governance

Self assessment: Good with Excellent Prospects For Improvements

Reviewers view: Agree with self assessment

- 4.1 The review found that the TMO had systems in place to ensure that Board members are trained and receive appropriate level of information upon which to base decisions.
- 4.2 Governance arrangements were found to be effective with a good skills mix of Board members.
- 4.3 Board members are clear about their role in leading the organisation and are required to sign a Code of Conduct.
- 4.4 The organisation has taken steps to increase the number of members voting in the election of Board members and this has led to a 12% increase in the number of members voting.
- 4.5 The review found that there is a positive, but challenging working relationship between the Board, senior management and the Royal Borough.
- 4.6 An example of this can be seen in the debate that has taken place in relation to rent and service charge setting.
- 4.7 The constitution was clear and transparent and had been fully reviewed in 2008, elements of it were updated in 2012.

- 4.8 Board members have job descriptions which detail their duties and specify the requirements that are used in recruitment and selection.
- 4.9 Appendix 4 provides details of interviews that were conducted with Board members as part of the review process.

5.0 Strategic and Business Planning

Self assessment: Good with Excellent prospects for improvements

Reviewers view: Agree with self assessment

- 5.1 The TMO has a business plan that outlines its objective up to 2014.
- 5.2 The review found that the TMO had systems in place to ensure that their Board understand the business decisions they need to make and are clear about their role in driving the organisation forward.
- 5.3 An example of this can be seen in the way the Board is addressing the implications HRA self financing has on their ability to grow as an organisation.
- 5.4 Key RBKC staff attended an away day with the TMO and noted that the Board formed a clear view on the way they wanted the organisation to grow and the strategic planning necessary for this to happen. This desire has translated into actions in the Business Plan and Neighbourhood Service Plans.

6.0 Performance Reporting (including data collection)

Self assessment: Good with promising prospects for improvements

Reviewers view: Agree with self assessment

- 6.1. The overall direction of travel of performance indicators is positive with continuous improvement in most areas.
- 6.2 The Board agreed a performance framework and officers report on a quarterly basis to the Board in accordance to the framework.
- 6.3 The TMO send regular performance reports to the Borough and any issues that are highlighted to them are dealt with in the appropriate manner.
- 6.4 The TMO Board have recently decided to set up a Direct Labour Organisation to carry out its repair responsibility.

6.5 The existing repairs performance arrangement will have to be reviewed in relation to these new arrangements.

7.0 Culture and Customer Service

Self assessment: Good with Excellent prospects for improvements

Reviewers view: TBC

7.1 Evidence was provided of improvements in the areas of Customer Services, Neighbourhood Service, Caretaker Service, Grounds Maintenance, Rent Income, Home Ownership, Resident Engagement including RAs, worklessness, training, access to buildings and translation.

7.2 Examples of these improvements include:

- TMO In Touch (2011) – This involved TMO staff knocking on the doors of the 10'000 properties they manage. Around a quarter of residents responded and 79% of responders were satisfied with the services they provided. This was an improvement of the last significant survey that took place in 2008.
- Retention of the Customer Excellence Award (formally Charter Mark) in 2012.
- Improvements in call handling following a new telephone system being implemented in 2011. This led to call waiting times falling from 73 to 34 seconds.

7.3 One area of concern that was picked up from the stakeholder feedback was the response time from some of the teams.

7.4 Some of the stakeholders were of the view that some of the teams took a long time to respond to queries and often had to be chased a number of times before responding.

7.5 Details of this can be found in the stakeholder information in Appendix 3.

8.0 Risk Management and Audit

Self assessment: Good with Promising prospects for improvements

Reviewers view: Agree with self assessment

- 8.1 The approach to risk management appears to be robust and was rated satisfactory in the most recent audit.
- 8.2 Risks are mapped at service level and these risks are then fed into corporate plans.
- 8.3 The Audit Committee examines the risk on a quarterly basis.

9.0 Structure and Staffing

Self assessment: Good with Promising prospects for improvements

Reviewers view: Agree with self assessment

- 9.1 A 2010 staff survey showed high levels of satisfaction amongst TMO staff. The TMO was noted as a 'Company To Watch' in the Sunday Times best companies competition in 20012/13.
- 9.2 During last year, the TMO had completed an internal restructuring of staff and recruited new staff to key roles.
- 9.3 The aim of the restructuring was to ensure the organisation was fit for purpose and able to meet the challenges of the future.

10.0 Repairs and Capital Works

Self assessment: Good with Promising prospects for improvements

Reviewers view: Agree with self assessment

- 10.1 The review was conducted at a time when the TMO Board had commissioned a fundamental review of repair and maintenance services following the premature ending of a repairs and maintenance contract run by a private contractor.
- 10.2 The review had been commissioned due to the poor performance of the private contractors.
- 10.3 Dissatisfaction with repairs, maintenance and Capital works was also picked up in the stakeholder feedback information.
- 10.4 At the time of the review, interim arrangements had been put in place and a decision had been made to set up a Direct Labour Organisation to manage repairs and capital works.

- 10.3 Despite this, the TMO were found to have a good understanding of stock condition and investment issues. There was evidence of good work with the Borough to develop a clear strategy.
- 10.4 An internal restructure of the TMO has led to the recruitment of a new Director of Assets and Regeneration to take responsibility for strategic asset management and delivery of the capital investment programme.
- 10.5 The TMO believe the role will help to determine where and how to best invest in the maintenance and improvements of the housing stock it manages.

11.0 Complaints and Longstanding Disputes

Self assessment: Good with Promising prospects for improvements

Reviewers view: Agree with self assessment

- 11.1 The number of complaints that need to be escalated to stage 2 (complaints where the complainant was unhappy with the initial response, or the response was not within the specified time) has reduced significantly this financial year. There has also been a reduction in the number of long term disputes.
- 11.2 The Borough's Housing Complaints Manager is the person who has most dealings with complaints associated with the TMO that are first made to the Borough.
- 11.3 Although he is generally happy with how they deal with complaints, he did report that they can sometimes take a long time to respond.

12.0 Joint issues with the Council - Review of TMO and Councils relationship with the Lancaster West Estate Management Board (EMB)

Self assessment: Good with Promising prospects for improvements

Reviewers view: Agree with self assessment

- 12.1 The TMO has provided the EMB with a significant amount of support and advice on governance issues as well as providing them with a comprehensive housing management services in accordance with the MMA.

12.2 The TMO's contribution to the running of the EMB is vital to the continued existence of the EMB. This work has taken up a significant amount of TMO officer time.

12.3 The TMO's Business Plan lists reviewing the Service Level Agreement with the EMB as an objective in relation to improving the TMO capability.

13.0 Joint issues with the Council - Tenants Consultative Council (TCC), ARBs and Resident Engagement Staff Training

Self assessment: Good with Excellent prospects for improvements

Reviewers view: Agree with self assessment

13.1 The TCC and ARBs are held on a regular quarterly cycle. The meetings are organised jointly with the Borough.

13.2 Some of the stakeholders were of the view that Resident Engagement around capital works and regeneration could be improved.

14.0 Staff Training

Self assessment: Good with Excellent prospects for improvements

Reviewers view: Agree with self assessment

14.1 There is a strategic approach to staff training, the training programme reflects the service prioritise set by the Board.

14.2 There is mandatory training in key areas for both staff and Board members.

15.0 Conclusion

15.1 The TMO is providing a good service with excellent prospects for improvement.

15.2 The In Touch survey found an overall satisfaction of 79%, which is an impressive result for any social landlord, and is close to the London upper quartile for performance (Housemark – January 13).

15.3 Both senior managers and the Board are working closely with the Borough to meet the many challenges facing social housing in the next few years.

- 15.4 The Board has a good understanding of the important decisions that will need to be made in the next few years. They have already taken steps to address some of these issues (e.g. restructuring Asset Management).
- 15.5 The TMO's constitution stipulates that the organisation's objectives are managing and maintaining the housing stock, undertaking community development activities, refurbishing and developing properties etc. The TMO is still involved in all the activities stipulated in the constitution.
- 15.6 The review found that the TMO is meeting the objectives set out in the Modular Management Agreement. The agreement should be renewed keeping many of the useful obligations contained in the MMA
- 15.7 As a good organisation with excellent prospects to improve it should be working with other TMOs providing peer review and sharing good practice.
- 15.8 The original MMA was developed in 2006 and since November 2010 it has been under review in order to update the clauses taking in to account changes to terminology, policy and processes.
- 15.9 In the past two years there have been a lot of changes in the Housing sector; the introduction of self-financing, the Localism Act concerning tenancy policy, allocations and assignment, the return of the allocations function to the Council and more recently the development of the Internal Service Provider to deliver the TMO's repairs service.
- 15.10 The assumption was that these changes would impact on the MMA and the Housing Department was expecting a significant redrafting of the agreement that would require approval under a Key Decision Report.
- 15.11 However, advice was sought from a TMO specialist, "Open Communities", who advised that even with the self financing and the introduction of the Internal Service Provider the document required little change as the existing clauses covered these eventualities.
- 15.12 The original Modular Management Agreement remains within the original Office of the Deputy Prime Minister (ODPM) format so will not require formal approval by the Secretary of State. The changes that have been included are:
- Updating the insurance clauses (these will change in September when the TMO will leave the Council's insurance scheme and will purchase its own insurance. A deed of variation will be required for this change)

- The allocations clauses will be amended to reflect the deed of variation issued in 2009, when the allocation's function returned in-house to the Council
- Removal of references to the Lancaster West Estate Management Board. This organisation has its own MMA with the Council and should not be referenced in the TMO's agreement. Any services provided by the TMO to the EMB should be subject to a separate service level agreement

15.13 The document is currently with the Council and TMO's legal teams for ratification and then will be signed off within the next month.

15.14 The TMO's self assessment actions and the reviewer's improvement actions will be monitored through the existing performance framework and will be reviewed and referenced in the TMO Annual and Mid-year reviews.

FOR INFORMATION AND DISCUSSION

**LAURA JOHNSON
DIRECTOR OF HOUSING**

Background papers:

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Appendix 1 – Self Assessment Form

MONITORING FRAMEWORK

SELF ASSESSMENT STENCIL WITH GUIDANCE NOTES

SELF ASSESSMENT STENCIL

NAME OF PROVIDER – Kensington & Chelsea Tenant Management Organisation (KCTMO)

NAME & ADDRESS OF SERVICE/S BEING MONITORED

KCTMO registered address:

Kensington & Chelsea TMO
Unit A, 292 Kensal Road
London
W10 5BE

CONTRACT MANAGER

AUTHORISED OFFICER

-Yvonne Birch-

1.0 Equal Opportunities Policy and Procedures

1.1 Current Position

- KCTMO currently complies with all legal and regulatory regulations in this area.
- KCTMO appointed a permanent full-time Equality and Diversity Officer in March 2011 to provide strategic direction and compliance in this area.
- The TMO currently has a updated and relevant Equality and Diversity Strategy and updated Equality Impact Assessment policy in line with good practice.
- This year there is a specific drive to collect E&D data on tenants with a number of measures undertaken to improve the quality and quantity of the data. These include collation from the full TMO-wide TMO-in-Touch survey where officers knocked on every door and received the views of almost a quarter of households, 2200 residents. Neighbourhood Officers have continued door-knocking and there has been analysis of project specific satisfaction surveys..
- KCTMO has developed an Equality and Diversity Working Group to monitor implementation of E&D across the TMO.
- E&D is becoming more embedded in general work across KCTMO with managers and staff and with E&D champions in teams. Service plans are analysed for E&D related enhancements and Equality Impact Assessments are being undertaken on new policies and restructures.
- E&D related performance indicators have been developed building E&D into many existing indicators. These indicators will include satisfaction with our services, residents in arrears and residents experiencing anti-social behaviour. This means that we can review performance across the diversity strands to identify any areas where specific groups may need additional guidance and advice.
- The newly formed Black and Minority Ethnic (BAME) Staff Group has organised a range of events to celebrate Black History Month in October. These include food tasting events, film nights showing Nollywood, Bollywood and West Indian movies. There will also be a Gele (headscarf) tying workshop, an African dance performance and workshop and a St Lucian traditional dance performance. In addition, there will be a number of guest speakers, including Olympic torch bearers, an European boxing gold medallist and Baron Herman Ousley, former Chair of the Commission for Racial Equality and current Chair of the *Kick it Out* anti-racism in football.
- Overall in the last three years we have improved this area and it has influenced our resident engagement strategy. It has helped shape our Board training and recruitment. There has been more diversity at our resident road shows, consultation groups, resident capacity training for Board and engagement at the resident elections, the resident conference, in the TMO membership drive and at the Annual General Meeting (AGM).
- Extensive work has been carried out to ensure that the receptions at Network Hub in the north and Blantyre Centre in the south are fully accessible.
- A review of access arrangements has resulted in substantial investment in new

accessible receptions in the north and south with planned investment due in 2013/13 for Lancaster West.

1.2 Relevant Documents

- KCTMO Equality and Diversity Strategy
- Equality Impact Assessment policy
- E&D Working Group Terms of Reference
- Performance Indicators

1.3 Improvement Measures

- Further work is being done to improve our profile data collection.
- We are continuing to mainstream equalities work by improving the data analysis of satisfaction against improved resident data, and continuing to compare ourselves against the Social Housing Equality Framework.
- We will continue to analyse performance data, coupled with the EqIA process.

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent			
	Promising		√	
	Unclear			

2.0 Governance

2.1 Current Position

Board

- We have an effective Board, compliant with good practice, Company Law and Regulatory requirements.
- We introduced the new role of Company Secretary in 2009/10 and recruited a permanent person in 2012/13
- We completed the Board and Governance review in 2011/12 and compared it against the NHF good practice criteria.
- The review showed the KCTMO to be in a strong position in terms of compliance.
- We reduced the number of Board meetings from 12 to 6 with one two-day away day and a one day away day where key strategic reviews and focus can be achieved.
- We offer Board members, focus groups to discuss government consultation documents so that the 'Board view' can be submitted.
- Currently there are no vacancies on the Board of 15.
- The Board have agreed a four part training programme which covered, capacity building, training and induction training for successful Board candidates and ongoing development of Board members.
- All residents were invited to attend a capacity building programme in the run-up to the elections and 80 residents expressed interest and attended the sessions.
- External training consultants delivered the agreed training plan.
- Fourteen residents have been on the capacity training and two of them were elected to the Board.
- We employed UK Engage to run the election process so that it was independent and transparent.
- Sixteen candidates stood at this year's Board elections for 2 positions.
- All candidates' statements were on line and were viewed by around 1600 members, therefore making the process more accessible.
- Nearly 1300 members voted in the election, which was 400 more than in previous years.
This led to an increase in members voting from a historic 20% to a substantial increase of 12% to 32%.
- New members have had individual support plans.
- Board training has been carried out through away days and individual coaching and training events for Board members and includes data protection training.
- The Chair has had individual support to enable development into the role.
- The Board Development Strategy has been implemented, building towards everyone having their own tailored development plan.
- The Board agreed to set-up a working party to review and update the constitution.
- The Board made the decision to propose to the members a change to the election rules regarding the retirement of Resident Board members, method of voting and the maximum term that any member can serve. These proposals were approved by the members at the AGM.
- The Board have changed the AGM to be more accessible. It is now held with the resident conference on a Saturday with access to child care. This has resulted in increased attendance and voting. The voting increased by 100% in 2012/13 to agree changes and to continue to manage RBKC stock.

- Overall the Board has a clear agenda which focuses on the Business Plan, key objectives and risks, performance and financial information.
- Behaviour is transformed, with officers and Board members working together to ensure the Company is responding to regulatory issues, compliance and risk issues and making the right decisions for the business.
- It has been identified in RBKC's last two regulatory reports that the Board and Governance of the TMO has improved significantly.

Membership

- The membership list has been reviewed and cleaned to ensure that it is relevant and up-to-date.
- The Board agreed a focused membership drive last year which resulted in 150 new members. We are working across departments to recruit more new members.
- There is a positive strategic partnership with resident engagement to ensure that we have a clear synergy as a TMO and show residents the benefit of being engaged and involved in the TMO Company.
- Overall we can evidence greater diversity of communities involved in the TMO, in its membership and elections.

2.2 Relevant Documents

- Board Meeting Agenda and Minutes
- Audit report = Satisfactory 2012/13
- RBKC Regulatory reports 2011/12 and 2012/13
- Board Training
- Resident Election Documentation

2.3 Improvement Measures

- We will build on governance improvements, review governance structures and key strategic documents and develop succession planning.
- Work has already started on succession planning for residents and independents.

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent		√	
	Promising			
	Unclear			

3.0 Strategic and Business Planning

3.1 Current Position

Business Planning

- We have a clear Business Plan, refreshed and updated to reflect the change in the Business. It is monitored and reviewed by the Board and met over 97% of objectives as at the end of quarter 1.
- The Executive Team and the Board developed the Business Plan for 2009 to 2014 and agreed key priorities.
- A broad business growth strategy has been agreed for the first time.
- The Business Plan has been up-dated for this year and 2013/14.
- The up-date was done with extensive staff input and agreed by the Board.
- The Business Plan's Corporate Action Plan is monitored each quarter by the Board.
- The TMO growth plan was further developed with the Board to cover three key areas, contract management, reviewing our repairs service and considering a direct employed company for the TMO reviewing the options for asset ownership and increased investment.
- The review of the Business Plan evidences consistent delivery on key objectives, improved performance and our first new business success with the Stable Way contract.

Service Planning team level

- Service Plans are in place for all departments and clear objectives are set for staff.
- Each department reviews the Business Plan and produces a service plan.
This then is fed into the corporate documents quarterly, and reviewed by the Senior Management team (SMT), Executive and Board.

Business Continuity

- The Business Continuity Plan in place.
- The TMO has developed a Business Continuity policy and practice.
- We have held two Business Continuity incident exercises to practise the plan and train staff.
- We developed a robust Olympic Business Continuity Plan.
- Our Business Continuity working group holds its meetings at least quarterly.
- The new office in Blantyre now means the TMO has independent triangulation with its IT services in the event of a disaster.

Projects & Initiatives

- i. Generate new revenue streams from commercial leasing of parking sites.
 - A Project Manager is in place to deliver the objective of increasing income and maximising usage of space.
 - A review of Parking and Estates has been completed to access potential for increasing income.
 - We have worked with RBKC to ensure proposals are in line with Planning.
From this we are currently developing a pilot site and scoping other commercial options on a site-by-site basis.
- ii. Increase revenues from existing parking operations
 - The Project Manager is in place to deliver the objective of increasing income and maximising usage of space.

- We are developing a void marketing strategy and introducing market charges for non-resident and visitor parking.
- iii. Review Opportunities from West London Framework
- We are looking at opportunities to grow our business in this area and we have recently been successful in a tender submission for various lots in the West London Housing Related Support Joint Framework.
- iv. Encourage resident consultation on changes in Government housing legislation
- The Board has been advised of all government invitations to consult.

3.2 Relevant Documents

- Business Plan
- Board and Finance & Audit report
- Business Continuity Policy & Practice
- Business Continuity Audit – satisfactory 2010/11
- Parking reports
- Governance Audit 2012/13 (attached for item 2.0) identified areas of good practice in Business and Service Planning with regard to the reviewing mechanism and how it feeds into the annual service planning process.

3.3 Improvement Measures

- We continue to refine our strategy and business planning processes, for example this year, for the first time, we have held a mid-year away day for our Senior Management Team and Managers’ Forum to discuss the progress of our service plans.
- In 2013/14, there will be an internal audit of our Business Continuity processes and we will take into consideration any recommendations from that audit.

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent		√	
	Promising			
	Unclear			

4.0 Performance Reporting (including data quality)

4.1 Current Position

- The Board has agreed a Performance Framework and key KPI's which are then reported to them on a quarterly basis.
- The Operations Committee, which is part of our governance framework, reviews a more detailed set of operational local KPI's.
- RBKC client side agreed some key indicators are also reported to the Housing Scrutiny Committee.
- The TMO publish performance information on our website and in our magazine, Link. We also publish HouseMark benchmarking information on the website.
- We publish monthly performance information to managers. We work with service managers to address poor performing PIs.
- We ensure that RBKC receive timely performance information which relates to relevant indicators
- We monitor and report quarterly to residents on the delivery of the Local Offers which is part of the regulatory framework.
- We set up a Resident Engagement Panel to widen scrutiny and develop increased involvement
- We have met with the Resident Engagement Panel to discuss Service Standards monitoring which will form part of the Local Offer in 2012/13.
- We publish an Annual Report which includes the Local Offers agreed between KCTMO and residents and supplements the national performance standards and highlight what issues that matter at a local level.
- We participate in the data collection exercise for HouseMark annual benchmarking.
- The impact of this framework and performance improvement has seen over the last four years improvements in a range of indicators including voids, rent collection, leasehold collection, and others.
- Overall the TMO has reduced the HRA debt from over £9 M to under £5M within the last four years

4.2 Relevant Documents

- KCTMO website
- Performance Management framework
- Board report
- Draft 2010/11 Annual Report
- Governance Audit 2012/13 (attached for item 2.0) identified areas of good practice in Performance Indicator monitoring with regard to their reviewing and circulation both through our committee structure and on the website.

4.3 Improvement Measures

- We wish to develop and increase our benchmarking opportunities. This year, we will produce a quarterly benchmarking report to the Executive Team and the Senior Management Team. We see this as a way of promoting and maximizing benchmarking opportunities across the organisation.
- We are reviewing our Data Quality Strategy.

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent			
	Promising		√	
	Unclear			

5.0 Culture and Customer Service

5.1 Current Position

Our aim is to deliver better neighbourhoods and deliver excellent customer service; we achieve this in a number of ways:

Executive Team and Senior Management Team (SMT)

- Executive Director on Executive to provide clear focus for delivery.
- This Directorate covers Neighbourhood Services, Customer Services Centre (CSC), Asset Management, Repairs and Supported Housing.
- The objective is to pull together all customer services to provide a clear focus.
- Each area had an Assistant Director to oversee the service who sits on SMT to monitor and ensure service delivery standards and that objectives are met.

TMO in Touch

- Biggest survey carried out, knocked on 10,000 doors, 2200 residents completed survey.
- It showed improved overall satisfaction of 79% (up from 68%) and 855 satisfaction with the neighbourhood which reflects well on Kensington and Chelsea generally.

Customer Service Centre (CSC)

- Our Customer Service Centre (CSC) staff are the face of the organisation and are trained to deal with customers and ensure that, to the best of their ability, customers are directed to the relevant member of staff or sent the necessary documentation.
- In early 2011, we implemented a new telephone system to manage calls to the call centre which enables us to more closely monitor call levels and staffing requirements, as well as the time taken on each call.
- As a result, our average call waiting time for the year fell to 34 seconds, an improvement on the average 73 seconds customers were kept waiting in 2010-11.
- We also increased the percentage of calls we answered during the year, 94.8% compared to 82.7% in the previous 12 months.
- During the year, our call centre answered 70,523 calls and achieved all its targets for the first time in 5 years.

Monitoring

- As well as our own monitoring, we do however want to know what residents think about our service and how it can be improved.
- Before we embarked on a change programme, aimed to bring about improvements in the Customer Service Centre, we carried out a consultation exercise.
- We did this by including surveys in the Link, and in reception areas, at the Get on Board road shows and Area Resident Boards.
- As a result, we are now focusing on four areas of development:
 - Developing our staff through a training programme
 - Developing our IT systems, in particular, we are currently developing contact management software to enable enquiries to go to the right person in the shortest possible time
 - Improved management of customer records (using W2 EDRMS)

- Improved management of internal systems.

Neighbourhood Service

- We have a new structure in place.
- This is aimed at strengthening our service delivery and increasing our management profile to improve strategic direction at a local level.
- Included in the structure, is a Business Improvement Manager who is free of line management responsibility and able to concentrate on the policies and procedures used by officers, ensuring their efficiency and relevance.
- This major review has been linked with a review of our ASB service and the introduction of W2 to monitor compliance with our policy and procedure to improve monitoring and to evidence case closure and increased satisfaction from those involved.
- In our Service Plan this year, we have set out the following objectives to implement an ASB Improvement Plan:
 - We provide Chartered Institute of Housing training for Neighbourhood Officers on best practice in ASB.
 - We consider use of Risk Assessment Matrix for victims.
 - We launched the ASB Respect Charter at a summer Roadshow, therefore ensuring that it was given a high profile.
 - We hold quarterly ASB focus groups and they are being extended to include regular updates on performance and policy to each of the 8 Area Review Boards.
 - We are revising and producing new ASB literature for residents; this is currently under review by the focus group.
 - We will review value for money of our ASB services; the Business Improvement Manager is working on this together with Heads of Neighbourhood Management with a more detailed cost analysis likely to be available at the end of 2012/13 Q4.
 - We are developing ASB satisfaction surveys with residents and the results will be presented at Operations Committee and ARB's.
 - ARBs receive updates on the 2012-2013 objectives at each quarterly meeting.
 - As part of our review of ASB, we held two focus groups for residents to discuss how our ASB services can be improved.

Caretaker Service

- As part of the TSA and now HCA Regulatory requirements, we have made a number of resident offers and promises based on customer feedback.
- This resulted in a review of our caretaking services to ensure value for money was provided and clear service delivery criteria in place

- This has resulted in a new management structure being implemented to manage service and new uniforms to provide better visibility on the estates.
- The review showed in terms of VFM that the service was good value and feedback from residents was that they valued the service and wanted it retained.
- Caretakers have been renamed, Estate Services Assistants.
- The new uniform will differentiate estate staff from the cleaners and give them a smart appearance. The residents' conference voted on a choice from two uniform designs.
- There is a dedicated Estate Services Team Leader (in the north and in the south) managing the caretakers. Their job will be to drive up standards and promote the service of the Estate Services team.

Grounds Maintenance

- The TMO in Touch survey showed 78% satisfaction with the service.
- Procurement in line with Business Plan.
- The Resident Panel developed to take part in procurement.
- We appointed two contractors (one for the north and one for the south) to commence a new contract in October.
- Residents were invited to agree Key Performance Indicators which will be used to monitor how the contract is being fulfilled.

Rent Income

- Service delivery with a specialist team in place and clear strategy to maintain and improve income collection
- As at the end of July, rent collected (as a percentage of rent due including historic arrears) was 97.01% against a target of 97.65% and an upper quartile of 97.9%.
- Last year's out-turn was 97.02%. Current arrears stand at £1.193m against a target of £1.073m.
- In order to reverse rising arrears we have:
 - A specialist team is in place.
 - Home visits – each Income Officer has a target of a minimum of 10 each week.
 - Office appointments – each Income Officer has a target of a minimum of 10 each week.
 - Eviction schedules are prepared for management approval and any rejected cases will be recorded and appear on a monthly performance monitoring report.
 - The Paris payment facility is now used by KCTMO and from April to September, £426,177 has been collected by this method.
 - Paris Blitz payment days, where residents are encouraged to pay off arrears, are now scheduled for twice each month.
 - Direct Debit payers have increased from 621 in December 2011 to 942 in July 2012-09-25.
 - A new information sharing agreement has been drawn-up with RBKC Social Services to ensure that there are no delays progressing cases to court and that vulnerable persons can be considered as part of the legal process.
 - An up-dated service level data sharing agreement has now been agreed with RBKC Corporate Investigations Group. Already, 14 properties have been

investigated against a target of the whole of 2012/13 of 20.

- The Rent Income Team are undertaking a value for money cost model comparison on a standard case with RBKC and the KCTMO private legal supplier. Costs are expected to be analysed in October 2012.
- A Rent Assurance Project is being undertaken to ensure that KCTMO are prepared for the impact of the Welfare Benefit Reform. This is to ensure that the impact of rent collection is understood in terms of potential loss of revenue and the personal impact on residents. A strategy will be drawn up by December 2012 to mitigate the effects of the change in the benefits regime.

Credit Union

- KCTMO has invested in the Credit Union start-up and has its Finance Director as treasurer on the Board of the company.
- The Financial Service Authority has now approved K&C's Credit Union.
- Work is being undertaken to introduce its services across the borough.
- The TMO will host regular surgeries for credit union customers at Blantyre Centre.

Worklessness

- KCTMO Board and Executive has aligned its strategic objective in line with RBKC community strategy.
- The Resident Engagement Team works with RBKC on delivering support, resources and direction to address this.
- There is an evidenced link between people being in work and able to maintain their tenancies.
- In order to make sure that work opportunities and ways of developing people's skill are known Nova, a charitable work advice and support organisation based in the north of the borough will be holding monthly drop-in surgeries at the Blantyre Office from October.
- We are also working with RBKC to support the development of the Social Worklessness Pact.

Home Ownership

- A new specialist Home ownership team has been designed and put in place.
- The outcome of this is an increased satisfaction on service in the TMO in Touch survey up from 38% to 59% which is upper quartile in benchmarking.
- All targets met for previous year for third year in a row.
- Cleared backlog of old service charge case
 - Our service charge collection rate of 38.9065% is well within our cumulative target of 102.17% as is our major works cumulative collection rate of 51.141% against a target of 137.1%.
- We have reduced historical backlog of 200 old capital investment contracts which were outstanding and are now reduced to a final 10 to be signed off by RBKC.
- We are now developing an electronic EDRMS process map to the risk of h Section 20 consultation.
- Section 20 consultation training provide to the organisation.
- Substantial assurance for the Income Collection audit.
- 38% of Home Owners paying by direct debit.
- The team is now based in new office in south of the borough to deliver an

accessible service.

Resident Access: Receptions

- KCTMO has invested in developing a new reception in the north of the borough in Kensal which provides modern access, interview rooms, access to computers and a open and accessible reception.
- The impact of this has seen resident access increase over the last two years.
- In line with this strategy, the Board agreed to invest £250K in the south of the borough to open a similar access point to provide open access and facilities
- In addition, there is also an office at Lancaster West Estate which will be redeveloped in 2013/14 to provide similar access.
- The impact of this is increased resident engagement.

Profiling and Translation

- We have in-house interpreters in many of the main languages spoken in the borough or staff are able to call on the services of a translation organisation.
- In order that we can provide our residents with the best possible services, we continue to collect profiling data on age, disability and the other diversity strands so that we have a clear idea of the services that residents require (see section 1.0).

Service Standards

- The Board agreed a review of service standards.
- This was completed and we re-launched our service standards in September 2011.

New tenants

- When a tenant accepts a property, we agree with them at the outset what they can expect from the service we provide.
- Each new tenant is visited by their Neighbourhood Officer within six weeks of moving in to ensure that the tenancy is running smoothly.

Information for residents

- We provide a range of information for residents including the quarterly Link magazine, the Annual Report to Tenants, a suite of leaflets on our services, a regularly updated website and social media tools, as well as through contact at residents' events including the road show and Residents' Conference.
- This year we have worked to proactively encourage residents to use our online services through educating them on the benefits of being online. This has included opportunities for residents to meet with staff members one on one and learn how to use the internet.
- We also introduced a Residents Communications Reading Group which has been consulted on the revamped Link magazine which now incorporates a range of resident ideas and feedback, as well as the Annual Report for 2011/12. This group meets quarterly and was set up to ensure our communications and information is useful and informative.

Residents Panel

- Members of the panel take part in activities such as focus groups, telephone surveys and mystery shopping and therefore, directly influence and get involved in the changes and decisions that affect residents.

- The Residents Panel reflects the wide community we serve.
- Residents from all sectors of the community are encouraged to apply to join the panel, especially residents with disabilities and black and minority ethnic residents.

So far the panel has:

- Carried out focus groups to help secure a new repairs contractor.
- Carried out KCTMO Link telephone survey.
- Been involved in KCTMO's Equality Impact Assessment.
- Taken part in an allocation focus group.

We are also looking to develop a Youth Panel for young people (11 to 17 years).

Training

- Each year, KCTMO offers residents a wide range of training opportunities. All workshops are very informal and provide an opportunity to meet new people, learn new skills, gain more knowledge and have fun. Residents are welcome whatever their ability or experience.
- The workshops are open to all KCTMO residents. All courses are free and financial assistance may be given for childcare arrangements.

Residents' Associations

- Tenants and home owners are our customers. To be successful in delivering excellent housing services we need to know what customers want.
- Working with RAs is one means of working with customers to improve services.
- Members can contribute to decisions affecting their area, monitor and review our services, and voice the views of those in their area.

Resident Engagement

- KCTMO Board agreed a new strategy to improve engagement.
- Resident engagement is a standard objective for all KCTMO's employees and forms part of the annual employee review process.
- A new team have developed to reflect the community we work in with improved access and engagement.

Residents' Conference

- Each year in September, we hold a Residents' Conference and AGM which includes stalls, talks and demonstrations.
- Our Residents' Conference this year was held on 15th September. We registered 180 people.
- We are always striving to make these events more inclusive and although the attendees represent a fairly small group for sampling purposes, we have found some interesting trends.
 - With regard to ethnicity, when compared against the overall resident population, the conference was well attended by all groups.
 - As expected, many older residents attended the conference, but all ages from 35 upwards were well represented.
 - Younger residents were less well represented, but there were considerably more children attending this year than in previous years. Disabled people were very well represented at the event.

Road Shows

- We launched a Get on Board campaign which has included a series of sixteen road shows on our estates.
- Over 750 residents were involved.
- 65% had not been involved with TMO before.
- 114 residents signed up to become new TMO members during the year.

Customer Services Excellence Award

- In July, we had our annual inspection to retain our Customer Excellence Award (formally Charter Mark) which was successful.

5.2 Relevant Documents

- Communication Strategy
- Resident Engagement Strategy
- Copy of Service Standards
- TMO in Touch to illustrate how profiling data is used
- Annual Report (attached at item 4.0)
- Residents’ Engagement Panel set of papers
- Residents’ Training Programme
- Residents’ Conference Pack
- Customer Excellence Award report for 2012

5.3 Improvement Measures

One of our corporate actions for this year is to - **Engage with residents and other providers** – some of the ways we aim to achieve this is to:

- Plan and launch employment and training roadshows and fully establish our role in the worklessness agenda.
- Continue with Customer Service Centre Change Programme.
- Make key performance indicators more accessible to residents so that they are able to challenge and scrutinise them.
- Monitor service standards in more detail and report to residents.

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent		√	
	Promising			
	Unclear			

6.0 Risk Management and Audit

6.1 Current Position

Risk Management

- Our risk process has been given a ‘Satisfactory’ audit.
- The Board agreed the Corporate Risk Map in line with the Business Plan.
- The specialist Finance and Audit Committee is in place with appropriate members recruited to serve on committee.
- The Corporate Risk Map was drawn-up by the Executive Team with input from the Senior Management Team, a process which KCTMO has gone through over the past three years
- This year we used the insurance company, Zurich to discuss the draft corporate risk map with us in order to reassure ourselves that we were assessing risks properly.
- This was then reported to Finance and Audit Committee and agreed
- The risk map is monitored quarterly by KCTMO’s Finance & Audit Committee.

Risk Management at team level

- Each department produces a risk assessment map which is fed into the corporate documents quarterly.
- This is then monitored throughout the year to sense check the risks.
- Training has been provided to appropriate staff on risk management.

6.2 Relevant Documents

- Risk Management Audit 2010/11 Satisfactory
- Table of all Audit results in 2011/12
- RBKC Regulatory Reports on TMO (see item 2)
- Corporate Risk Map & Finance & Audit report
- Governance Audit 2012/13 (attached for item 2.0) identified areas of good practice in our Risk Management Strategy and Procedures via a Strategic Risk Management Toolkit.

6.3 Improvement Measures

- We are satisfied that our risk management framework and our reporting mechanism is robust. We will continue to give risk management a high profile with staff through team meetings.

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent			
	Promising		√	
	Unclear			



7.0 Structure and Staffing

7.1 Current Position

- The KCTMO has seen significant improvement in performance across its KPI's in the last three years and this is recognised in RBKC's regulatory reports which the Board of the Company receives twice a year on its overall performance.
- The total staff as at end of July 2012 is 197.
- The Executive Structure includes the Chief Executive and four directorates, Financial Services, Customer Services, People & Organisational Development and Strategy & Engagement. There is a review underway to combine most of People and Organisational Development and Strategy & Engagement into People and Performance.
- We have developed and designed behaviours to ensure our values and objectives are delivered.
- We have introduced Assistant Directors to provide clearer leadership and improved delivery.
- We have invested in a new structured Senior Management Team (SMT) with 360 feedback, individual training and coaching plans to improve performance.
- We have developed a new Managers' Forum to take forward behaviours and focus on culture change to improve front line management.
- We have seen considerable reduction in temporary staff posts to ensure that we have the right people in place to deliver our services.
- We have invested in development for all staff with a focus on improving customer satisfaction.
- We have retained Investors in People and Charter Mark awards.
- We have developed the Staff Conference to ensure all staff understand business plan and key objectives.
- As part of service improvement, a number of reviews implemented in Neighbourhood Management and Assets and Regeneration.
- The Company Health & Safety Policy is reviewed and updated and reported to Board and RBKC.
- We have rolled-out HR self-service, a computer database to improve efficiency, improved recording and reduce costs.
- 120 staff took part in TMO in Touch to complete our biggest ever survey with 2200 completed responses showing improved satisfaction from 68% to 79%
- The staff survey in 2010 showed high levels of satisfaction and the TMO was seen as a 'Company To Watch' in the Sunday Times best companies competition in 20012/13.

7.2 Relevant Documents

- Structure Charts
- Payroll and Personnel Audit = Satisfactory 2011/12

7.3 Improvement Measures

Consultation is underway to reorganise structure as Chief Executive and three directorates:

- Financial Services
- Operations
- People & Performance

- The TMO will develop a People Strategy in 2012/13 which will concentrate of all aspects of staff development including the return in investment in learning and development.
- We are reviewing sickness absence and recruitment policies.
- We are developing a recruitment on line computer module for efficiency.
- We are focusing on the Managers' Forum to develop front Line Managers.
- We are reviewing our repairs service and looking at options to improve control and improve quality of service.

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent			
	Promising		√	
	Unclear			

8.0 Repairs and Capital Works

8.1 Current Position: Reactive Repairs

- The Board has carried out a fundamental review of how best to deliver the repairs service going forward into the future to address the failures of private contractors.
- KCTMO managed Morrisons out of its contract due to non performance but through strong management the impact on residents was minimised.
- KCTMO are now delivering an interim service to carry out its repairs obligations by employing a contractor in the short-term of 17 months duration which will meet our obligations while our preferred options are implemented.
 - Revised KPIs have been agreed with the interim service provider. Due to the changeover of contractors at the end of June, some of our KPIs are still below target but early indications are positive, In July the results showed an improved service to residents, particularly in routine jobs which were at 99.3% against a target of 97%. Average calendar days to complete jobs is 7.6 days against a target of 9 days. Recalls as a percentage of jobs completed stands at 1.2% against a target of less than 10%.
 - voids turnover has now recovered and we expect to achieve our annual target within the next few months
 - the new 5 year contract for the out-of-hours service has been procured to provide better coverage and response at a lower cost.
 - the review of Contact Centre has seen it show improved performance in call answering and meeting its all its targets in 2011/12

Current Position: Capital Programme

- Achieved 100% spend in 2011/12 on the HRA stock.
- Delivered Quarter 1 and 2 spend in 2012/13 for the first time due to improved procurement.
- New structure agreed with Executive resulting in a reorganisation of the department with Phase one complete and now implementing Phase 2.
- The new role of Director of Assets & Regeneration is to provide strategic leadership and delivery.
- The new Capital Investment team is to improve project management, procurement, delivery, investment and consultation.
- Improved asset management is to be achieved through broader use of Keystone and consultancy support in the development of an Asset Management Strategy and investment going forward.
- We are working with RBKC on looking at long term investment and the benefits and opportunities arising from HRA self-financing.
- There is significant progress on the delivery of 14 new family sized homes funded by RBKC.
- We are leading in the £9 major regeneration of Grenfell Tower with works starting in 2013.

8.2 Relevant Documents

- Major Works Backlog Audit = Satisfactory 2011/12
- TMO Keystone Asset Systems Audit = Satisfactory 2010/11
- Health & Safety Audit = Satisfactory 2011/12
- Responsive and Void Repairs = Satisfactory 2011/12
- Gas Engineering Team
- Cavity Wall Insulation
- Sundry & Heating Capital Contracts
- Health & Safety report
- Investing in our housing stock programme structure

Capital Programme is supporting RBKC in future initiatives regarding Hidden Homes and jointly considering whether there are other blocks which would benefit from investment, regeneration or disposal.

8.3 Improvement Measures

- We will implement the Board strategy on the future repairs service.
- We will complete implementation of A&IE Restructure and recruit to the posts.
- We will implement the new IT/WE2 Process for complying with Leasehold Section 20 Notice consultation.
- A new Resident led focus team will be set up.
- We will work on alternatives options to produce an efficient repairs service.

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent			
	Promising		√	
	Unclear			

9.0 Complaints and Longstanding Disputes

9.1 Current Position

- KCTMO Board has agreed a new policy and KPIs.
- A more customer focused complaints procedure has been produced after responding to survey results in 2010.
- A new IT System is in place to improve process and accountability.
- In order to learn from complaints, all staff dealing with complaints are fully trained in the new procedure and in identifying trends and lessons learnt.
- Complaints performance indicators are reported to Senior Managers Team and Managers' Forum.

- KCTMO has also instigated a new process for dealing with repairs complaints.
- A new unreasonable Behaviour Policy was agreed with Board and is in place.
- In 2011/12 we had 37 level 2 complaints but to the end of July 2012/13 (4 months), we have only had 4 level 2 complaints and no appeals against our decisions.
- We have seen a reduction in the number of long term disputes and used our policy to manage residents who are vociferous complainers.
- No Ombudsman cases have been lost due to maladministration.

9.2 Relevant Documents

- Complaints Management Audit = Satisfactory 2010/11
- Complaints policy procedure

9.3 Improvement Measures

- Embed new complaints policy and procedure and use of W2 through briefings, case conferences, training
- Amend procedures to meet Localism Act

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent			
	Promising		√	
	Unclear			

10.0 Joint issues with the Council - Review of TMO and Councils relationship with the Lancaster West Estate Management Board (EMB)

10.1 Current Position

- The TMO has a good working relationship with the EMB Board and with RBKC
- KCTMO has continued to work with the Lancaster West Estate Management Board, providing them with housing management services in accordance with the MMA.
- A new area manager was appointed in December 2012 and Lancaster West was subject to Council Audit of operation services and governance in April 2012. The Audit is attached for reference.
- The work on a new MMA for Lancaster West continues between the Board and the Council, with the TMO advising as appropriate as the service provider. The current draft MMA is with the Council's legal services department for revision.
- All Services are being delivered within the agreed budget
- The Investment in Grenfell Tower will improve the office and service delivery

conditions to provide better access for residents.

10.2 Relevant Documents

- Lancaster West 2012 Audit report.

10.3 Improvement Measures

- Work is continuing around restructuring the area team to support the work of the Board and to deliver cost effective services.

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent			
	Promising		√	
	Unclear			

11.0 Joint issues with the Council - Tenants Consultative Council (TCC), ARBs and Resident Engagement

11.1 Current Position

As well as the formal consultations process, we are pleased to have excellent relations with the Royal Borough's Councillors. We debate with them at Digest, Housing Scrutiny Panel and our Board. They also support KCTMO events such as our Residents' Conference and Staff Conference.

The TCC and ARBs are held on a regular quarterly cycle.

The forthcoming tranche of ARBs will include up-dates on:

- KCTMO and RBKC's progress on implementing the Localism Act.
- The ARB allocation of Council Housing Regeneration funding for 2012-2013 and work and launching the 2013-2014 bidding process
- Neighbourhood Management and Caretaking review consultation
- ASB satisfaction and recent policy work including the work of the ASB residents focus group
- Participation in the Grounds Maintenance Procurement

- Work with our partners of the worklessness agenda including with the agency NOVA and the establishment of the Credit Union running surgeries from our South Office base
- Updates on rent projects and performance in the local ARB area
- An analysis of company wide performance in each AR area for services such as repairs, call handling, gas access and horticulture/ cleaning.

With regard to resident engagement generally, we have just completed a series of road shows (Get on Board) and we are now preparing a second round of roadshows based on Worklessness to showcase employment opportunities and getting ready for employment.

In addition, we are also involved in the following issues with RBKC as our partners:

- Housing Digest Meetings
- Housing Benefit Liaison Meetings
- Business Change Projects
- Self-Financing regime
- Rand Survey of the stock condition.

11.2 Relevant Documents

- ARB papers

11.3 Improvement Measures

- KCTMO has a general aim to make all our services and information accessible to residents. This can be evidenced by the opening of the Blantyre Centre in March 2012 and our commitment to new internet site to be launched soon.

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent		√	
	Promising			
	Unclear			

12.0 Staff Training

12.1 Current Position

- We have a well trained and motivated workforce with appropriate training and support available to meet business plan objectives.
- SMT is developing as a key management forum to ensure our delivery objectives.
- Core training and induction is established.
- An overall framework of key behaviours are rolled-out to all staff.
- Training since 2008/9

Activity	08/09	09/10	10/11	11/12
Total training events	n/a	76	100	84
In-house	25	11	15	24
Total employee days	517	676	517	488
Per employee days	n/a	4	2.7	2.7

- The Training Officer carries out interviews with managers to ensure that corporate development meets individual and team core needs

A training needs analysis is made at the beginning of each year for each employee. Employees may submit:

- a professional qualification request
- ad hoc job-related training for example up-dating on housing legislation
- personal training for example assertiveness

There is also compulsory training such as data protection training

In addition each member of ET and SMT has a 360 evaluation and are offered training individually or as a group such as coaching. ET and SMT have awaydays both separately and jointly. Investment was also made in development training for the Managers Forum (third tier managers).

All staff are invited to the annual staff conference with motivational speakers.

The Customer Service Contact Centre are currently undergoing a tailor-made change programme for all their staff with the objective to not only improve our service delivery to our residents, but in some cases greatly enhance and change the service delivery provided to our residents through the contact centre. Our training aims are:

- To make the contact centre the 1st point of contact, through up-skilling and development of the Customer Service Advisors to equip them and enable them to deliver the requirements
- To make the contact centre the window into the organisation
- To make the organisation totally accessible to our customers
- Resident satisfaction and customer feedback
- To achieve resident satisfaction by resolving 80% of calls first time

The vision for our CSC is to provide a high quality, responsive service that is able to manage the majority of all calls into the organisation at the first point of contact. Training, development and improved ICT will enable the team to provide our residents with the information and services required when calling the centre. As a result the CSC managements Team and POD have developed a comprehensive development and training plan. To include work shadowing half day per CSA x2 per annum in each of the following business areas, neighbourhood management, leasehold, income, repairs, asset management. Also to include all

customer service and call handling training and IT training

12.2 Relevant Documents

- KCTMO Behaviours
- Developing Together

12.3 Improvement Measures

Developing Together Programme to be launched:

- Learning interventions
- Blended learning environments
- Coaching champions

Develop a coaching culture, and embedding of behaviours.

Identify options for management development of those new to management/aspiring to management.

Rating				
		Fair	Good	Excellent
Prospects for improvement	Excellent		√	
	Promising			
	Unclear			

A.**Stakeholder Participation;**

(Police, Safer Communities, National Federation of ALMOs, Residents Groups etc) Feedback: Please list name & address of contact person & submit evidence of feedback received from your stakeholders e.g. minutes of meetings etc

Community Police Engagement Group	Diana Hodson	√
Community Safety Programme Board	Robert Black	√
Safeguarding Adults	Anthony Parkes	√
ASB multi agency group	Diana Hodson	√
Delgarno Housing Partnership Meeting	Christine Carter	√
Board of CALM (mediation service)	Lisa McCreadie	√
Al-Hasaniya Moroccan Women's Project	Mamusu Bangura	√
Staying First	Wendy Stephenson	√
Pathways to Progress Youth Project	Mamusu Bangura	√
The Midaye Project	Mamusu Bangura	√
Supported Housing Focus groups	Hash Chamchoun	√
National Federation of ALMOs conference	Robert Black	√
Nova	Janet Edwards	√
Carnival Committee	Annabel Davidson	√
Kensington Strategic Partnership	Robert Black	√
Homes and Housing Group	Robert Black	√
MARAC – Multi Agency Risk Assessment Conference for domestic violence (minutes confidential)	Annabel Davidson	√
Domestic Violence Housing Group – action plan attached	Annabel Davidson	√
Partnership Tasking Group	Annabel Davidson	√
RBKC Anti Fraud Forum	Annabel Davidson	√

Risk Management

Please detail any possible risk to the services being provided under the MMA that you have identified

Our risk map is attached at item 6

C.

Health & Safety Issues

Please list any issues that may impact on health & safety

Our Health & Safety report is attached at item 7.

D.

Added Value:

Indicate here any added value that you provide will carrying out your obligations under the MMA
We are a key partner of RBKC and deliver all community objective in line with their plan. We see building capacity through resident engagement, very important to support RBKC's aims.,

We have managed the HRA deficit and deferred it from 12/13 it 20/21.

Electronic Documents and Records Management System has been introduced across the organisation

Staff training programme designed around the needs of staff to enable them to deliver the business better

Customer Excellence Award

Invested in the Credit Union and arranged for it to be set-up this year out of Blantyre Office

Nova – Path ways to Work out of Blantyre Office

Funded and built Blantyre Office

Go-on UK – offering 100 hours of IT training to residents

Identified and funded the Hidden Homes project

Expanding the business by obtaining the Stable Way contract and contracts from the West London framework

Gardening initiatives such as competitions and bringing back neglected areas into use (area opposite Octavia House, Sothern Row up-graded this year

Pensioners' Christmas Party

CAS – 2000 users of which 505 are private

Supported Housing schemes

Residents' Conference

Kensington Partnership apprenticeships

IT access for residents in both of KCTMO's receptions

Digital TV rolled-out throughout our managed stock

Appendix 2 - Reviewers Improvement Action Plan

Area reviewed	Action Required	Responsible Organisation	Resource Requirements	Timescale	Outcomes / Measures of Success
Equal Opportunities Policy and Procedure	Clearer procedures for ensuring contractors have effective diversity or equalities policies and training.	TMO		To be agreed	Revised procurement strategy detailing how this will be incorporated into the procurement process
Governance	Increase awareness of the whistle blowing policies of the organisation	TMO	TBC	July 2013	Board members are aware the policy exists, and are aware what to do if someone approaches them about an issue of concern.
Complaints and Longstanding Disputes	Set target for TMO officers to provide information to RBKC staff who need the information to respond to tenants complaints	TMO	Meet with relevant officers to agree targets	July 2013	Targets agreed with the relevant officers

Appendix 3

Validation Visit

Interviews were arranged with KCTMO Board members as part of the review process. Face to face interviews were conducted with the Chair and Vice Chair and a telephone interview was conducted with one of the Council Appointed members.

The face to face interviews took place on 7th March 2013, at the TMO's offices in Kensington High St, just prior to a Board meeting.

Board members interviewed:

Fay Edwards (FE), Chair: Has been a member of the Board for 3 years

Mary Benjamin (MB), Vice Chair: Joined the Board in 2012

The Board members were asked the following:

Can you give me examples of how you, as a governing body, have addressed the following objectives that would be expected of a governing body?

1. The governing body members have ultimate responsibility for directing the affairs of the organisation, ensuring it is solvent, well run and delivering the outcomes for which it has been set up.

Both MB and FE were clear about their responsibilities as Board Members.

MB noted that when she first start she thought it was just about repairs, but the training she received highlighted the strategic role the Board plays

Both were clear about the objectives of the Board mentioned " to provide better services for residents".

MB noted that training had offered to residents to capacity build them to become members

MB received slot of training prior to appointment and has received a significant amount of training since her appointment.

FE noted that when she was appointed there was not as much access to training for Board members as there is now. She believed the situation had improved significantly in the last three years.

FE was clear that key decisions are not made without the Board input. Gave the example of Digital TV

FE mentioned that she was Chair of a residents association prior to being on the Board, so she already had a considerable amount of governance experience.

2. The governing body has approved our mission and values and assesses all proposed activities against them.

Both members were clear about the mission and values of the TMO.

Our Mission:

MB mentioned “Delivering excellent housing services to residents”

FE mentioned “Raising standards”

Our Key Objectives:

Both these objectives are in the TMO’s mission statement.

3. The governing body members focus on the strategic direction of the organisation and does not become involved in day-to-day operational decisions.

FE was clear that the TMO staff were clear about professional boundaries. They knew their role was to deal with the operational side of things, while the Board provide the strategic direction.

MB mentioned that the Board were not afraid to challenge when they felt it was necessary.

Both believed this was a clear part of their strategic role.

4. The division of roles and responsibilities between governing body members and executive staff is clear.

MB gave an example of how the responsibilities work in practice.

When Officers came to the Board with the DLO proposals they came to them with several options. The Board were not initially happy with the options that were presented so they asked the officer work on some of the options. Once they had done this the options were presented to the Board, and a decision was made by the Board.

5. The governing body regularly reviews a range of information from different sources to ensure the organisation is acting in line with its purpose.

Both members were clear that they were provided with information to make decisions.

MB gave the example of an away day that was arranged to discuss asset management and other issues.

FE mentioned that Council officers would sometimes come to Board meetings to provide information to help the Board make decisions about key issues.

6 .The governing body has the diverse range of skills, experience and knowledge that it needs to run the organisation effectively.

FE mentioned that the Board had people with a range of different skills. She gave the example of Peter Chapman (Chair of the Octavia Foundation). She also mentioned that the various sub-committees had professional experts on them, for example the Finance, Audit and Risk Committee has financial experts on it.

7. The governing body acts prudently to protect the assets and property of the organisation and ensures that they are used to deliver our objectives

Both members clear about the asset management functions of the Board. Mentioned talks from council officers, Finance and Audit Committee etc.

8. The governing body has clear policies and procedures for whistleblowing. discussed on an away day

Both members were not aware of any such policies.

Telephone interview with Council Appointee

Board member interviewed:

Peter Molyneux, Council Appointee Board Member

Background

Peter was appointed by Jean Daintith when she was the Executive Director of Housing, Health and Adult Social Care at RBKC.

He was appointed for a three year period, he is in his second year as a Board member.

Peter sits on a number of different Boards, and is the Chair of an NHS Board.

Peter's views of the Board

Peter believed that the Board, was well run and compared favourably to other governance boards that he attends.

He believed that the Board was generally good at making decisions. Although he did he was not sure that all Board members understood the full breadth of some of the decisions that had to be made. He felt that the Executive provided good briefings that helped the Board make decisions.

He was impressed with the new chair and felt that her appointment had led to improvements in the way the Board was running.

Peter chairs a NHS Board, and sits on many others; he believes the TMO compares well to the other Boards he sits on.

He believed that recent contribution from Cllr Coleridge had galvanised the Board and given them a renewed focus and strategic direction. He has challenged them to be more innovative and creative.

Peter believed the two away days were very good and had given Board members the opportunity to have a good think about key issues facing housing such as self financing and asset management.

The mix of residents & appointed members can sometimes be challenging but the Executive is good at explain things

Despite his knowledge and experience he still finds the briefings that are provided on key issues useful.