



# BALLOT OFFER

This booklet provides information about how the TMO will deliver housing services on Gloucester Grove estate.



- ✓ **Would you like your housing service to be delivered by a local manager from a permanent office located on the estate?**
- ✓ **Would you like a qualified Handyperson on-site to respond quickly to minor repairs and other housing problems?**
- ✓ **Would you like to help set the priorities for your estate?**

If the answer to these questions is 'yes', read on to see how it will be achieved, and don't forget to vote 'yes' for the Tenant Management Organisation.

**Yes!**

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# Introductory statement from Councillor Ian Wingfield

“...we want to work with tenants and leaseholders to help transform housing services.”

Southwark Council is the largest social landlord in London. We are committed to making Southwark a great place for all 55,000 tenants and homeowners to live. We take our responsibilities seriously and want to work with tenants and leaseholders to help transform housing services. This includes giving residents the opportunity and support to run their own housing estates through locally-run Tenant Management Organisations (TMOs).

Tenant management is all about residents taking control over major decisions that affect their homes. TMO's have the independence to deliver bespoke housing services based on priorities that local residents say they want.

There are 12 TMO's operating in Southwark, managing about 7% of all the council's housing (over

“**Tenant management is about residents taking control over all major decisions that affect their homes.**”

3,500 homes). Now residents on the Gloucester Grove estate have an exciting opportunity to vote to do the same in their community.

Since 2011, we have been supporting residents of the Gloucester Grove Estate TMO to receive specialist training and development, in order to gain the skills and knowledge needed to run their homes and manage services on the estate. In October this year an independent, government approved assessor agreed that they were ready.

Southwark Council is a sponsor and a supporter of tenant management, and we have been proud to support Gloucester Grove TMO to become a partner in delivering housing management services on the estate.

Before the TMO can assume control a vote must be held to check that

tenants and leaseholders on the estate are happy for Gloucester Grove TMO to take over some of the housing management responsibilities from the Council.

This booklet gives you information about Gloucester Grove TMO and explains the services that it hopes to run, and how local residents should benefit as a result.

Please read this document carefully. If you have any questions please get in touch using the contact details on the back cover. And finally, don't forget to vote!

**Councillor Ian Wingfield**  
Deputy Leader of Southwark Council and Cabinet Member for Housing Management





# The Offer Document

**This document sets out the Council's offer to all tenants and leaseholders living on the Gloucester Grove estate. It describes the role and responsibilities of Gloucester Grove TMO and those of the Council in delivering housing management services on your estate.**

The booklet provides you with objective information about the TMO project so that you can make an informed decision about whether or not to support it.

Gloucester Grove TMO is a community interest company (CIC) with the sole purpose of delivering housing management for residents on the Gloucester Grove estate. The TMO will enter into a management agreement

with the Council in October 2014 to provide the following services:

- **day to day repairs**
- **repairs to empty properties**
- **tenancy management**
- **estate services.**

We are inviting all tenants and leaseholders to vote on our offer. We believe this is a great opportunity for the estate and we would encourage



you to vote in favour of the proposal which will mean:

- **a locally based housing office**
- **a dedicated local housing team; and**
- **more say in how your services are provided.**

This document explains what this would mean for tenants and leaseholders, how it will be different from the current

arrangements and what improvements you could expect to see.

You will receive your ballot paper shortly. This is a great opportunity so please vote **"YES"** for a tenant management organisation on the Gloucester Grove estate.

# Yes!



# Gloucester Grove Estate Tenant Management Organisation

A community interest company

## What the Offer means for you

- ✓ Southwark Council will continue to be your landlord. The Tenant Management Organisation (TMO) means that you and your neighbours will decide how your homes are managed.
- ✓ You will remain a secure tenant of the Council and maintain all your rights such as your "Right to Buy".
- ✓ Your rent will continue to be paid to Southwark Council in the usual way.
- ✓ The TMO will require an elected board of residents to meet on a regular basis to oversee services. This means the TMO will consist of local people managing the service for the benefit of the whole community.
- ✓ Through the TMO, you will be able to set priorities and establish local standards to improve services for everyone.
- ✓ The TMO will employ locally based staff. Services will be run in the way the TMO decides on behalf of and in consultation with local residents.
- ✓ If you are a resident on Gloucester Grove estate and over 18 years of age, then you can become a member of Gloucester Grove Community Interest Company. Any member is entitled to stand for election as a Director of the Board, unless legally prevented from doing so.

**Vote YES to resident  
led, locally based  
housing services**



## What the Offer means for the Council

- ✓ Gloucester Grove Community Interest Company has an excellent relationship with Southwark Council and will work in partnership in the interest of local residents.
- ✓ Southwark Council will continue to be the landlord and retain ownership of all the properties on the estate.
- ✓ Southwark Council will enter into an agreement with Gloucester Grove Community Interest Company to provide contracted housing management services on their behalf. The TMO will be responsible for cleaning and ground maintenance/ gardening on the estate. Council contractors will continue to provide the service for the first year.
- ✓ Southwark Council will monitor the work of Gloucester Grove Estate TMO to ensure tenants and leaseholders are receiving services in line with the agreement. In the slight chance of poor performance, the Council will step in to provide training and if performance does not improve the service will be taken back by the Council.
- ✓ Each year after the second anniversary of the TMO, all tenants and leaseholders will be given the opportunity to vote at an AGM to continue managing as a TMO. The management will revert to the Council if the majority of those voting decide to hand it back.

# Our mission...

is to work together with all our community and partners to improve the quality of life on our estate and deliver excellent well-run local services, efficiently and effectively.

## OUR VISION

To continue improving the quality of life for residents on our estate.



## OUR OBJECTIVES

- ✓ To represent all our residents fairly and to give an equal opportunity to all.
- ✓ To be transparent and open in the delivery of our services.
- ✓ To deliver high quality TMO services that respond to the needs of local residents.
- ✓ To bring together the local community and community groups to work in partnership with the Council.
- ✓ To promote community involvement and participation on the estate.
- ✓ To manage the TMO finances efficiently and effectively.

## OUR VALUES

- ✓ We actively want to create a sense of community.
- ✓ We believe all residents must be treated fairly and provided with equal opportunities.
- ✓ We welcome diversity and respect the views and needs of our residents.
- ✓ We will be transparent with an 'open door' policy to encourage resident participation in decisions that affect our estate.
- ✓ We strive for excellent and well run services on our estate.
- ✓ We want to gain the highest level of resident satisfaction for all services delivered on or for our estate.

## So what is Gloucester Grove Estate CIC?

The Gloucester Grove Estate TMO (Community Interest Company) is a resident led organisation set up under the Right to Manage process to manage housing services on behalf of Southwark Council. The main purpose of the company is to benefit the community rather than the individuals who own, run or work in it. Any surplus made is re-invested back into the estate.

## Meet our Interim Board of Directors

**Gloucester Grove Estate TMO Board is made up of six to 15 elected residents who all work on a voluntary basis to represent the views of the local community.**

Once elected at an Annual General Meeting (AGM), the Directors hold office for a term as near as possible to three years.

The TMO Board will have four specialist sub-committees to help and support it deliver its responsibilities. These are:



- 1 Finance Sub Committee – responsible for audit, income and expenditure, arrears control, payroll, VAT, cheques and payment authorisation and financial reporting.
- 2 Employment and Staffing Sub Committee – responsible for staffing and human resources issues.
- 3 Community Sub Committee – responsible for running social events and activities on the estate.
- 4 Resident Involvement Sub Committee – responsible for developing a strategy to involve and consult with residents across the estate.

### Equality and diversity

We are keen to encourage and help different groups within the community get involved in the TMO.

We want to make sure that our Board and staff team are representative of the local community.

### Confidentiality

Only the TMO's professional staff in the housing office will have access to personal data relating to the status of tenants and leaseholders.

No committee members or TMO officers will be allowed to have access to personal information.

## What's our track record?

### Independent Assessment of Competency

- ✓ Over the years, the Board of Directors have received extensive training to equip our members to deliver services effectively.
- ✓ On 10 October 2013 an independent assessor approved by government to assess our readiness to manage the housing services on Gloucester Grove estate, concluded that we were competent to manage.

are organised and how we plan for the future)

- financial control (how we manage the money)
- community involvement (how we enable residents to get involved)
- service provision (how we provide services such as repairs and cleaning).

**The assessor praised our Board's preparation and experience and said "Gloucester Grove Estate TMO has met the required competencies to manage as required by the Right to Manage regulations."**

The areas of competence on which the TMO has been assessed and passed include:

- governance (how we are run)
- organisation and strategy (how we

## Serving our community

There have been a number of events and consultation exercises taking place on the estate with the aim of:

- increasing involvement from residents
- informing and seeking support for the TMO process

- promoting community spirit and
- addressing wider community issues including:

- ✓ fundays
- ✓ a Christmas event
- ✓ a campaign to ensure voices are heard, including door to door consultation and membership drives.

# What is on offer and how we will deliver the service

## Repairs

You will be able to report repairs needed in your homes and communal areas directly to Gloucester Grove Estate TMO, rather than the Council's call centre. Our multi-skilled Handy person will be on hand for smaller repairs and we will use contractors for larger repairs (Repairs costing over £10,000 will be the responsibility of the Council).

We will also renovate empty properties to get them ready for new tenants, however the Council will be responsible for this work if the cost is more than £10,000.



## Leaseholders

We will represent leaseholders on the estate for consultations about major works and service charges. We will provide the Council with information about the cost of the estate services we provide, such as cleaning, which will be included on the bills that the Council send to leaseholders.

## Rent collection

Like all other Southwark TMOs, Gloucester Grove Estate TMO has chosen to collect the rent from tenants, which will be paid directly to the Council. You will continue to pay rent in the same way directly to the Council, unfortunately there will be no provision to pay rent at the local office.

## Lettings

Properties on the estate will continue to be allocated and let by the Council. We will however welcome prospective new tenants to the estate to explain how we work.

## Cleaning and grounds maintenance

We will continue to use the Council's cleaners and grounds maintenance team to clean communal and outside areas, including the grass and car parks. The Council will remain responsible for repairing and maintaining paths on the estate.



## Tenancy management

Your tenancy agreement with the Council remains, and leaseholders remain leaseholders of the Council with the same leases.

As a TMO we plan to take on tenancy management functions for:

- giving approval for a lodger or sub-tenant
- administering the transfer or succession of a tenancy
- investigating breaches of the tenancy agreement
- dealing with disputes between residents, harassment, and cases of antisocial behaviour.

## TMO office opening hours

The office is open from Monday to Friday 9am – 5pm (following requests from residents).

We know that many residents would also like evening and Saturday morning opening hours, but unfortunately budget constraints do not allow this at the moment (although it will be reviewed by the Board as part of the six-month service review).

The Council has agreed to convert a set of the underground garages on Cator Street into new offices for the TMO, which should be ready by May 2014.



## How the TMO will provide services

Our own staff team and the contractors we employ will provide the services on your estate. You will be able to report repairs directly to us at the local TMO office and make appointments with our staff to discuss tenancy issues.

We will make sure we get value for money by using a competitive procurement processes when we appoint contractors (approved by the Council), and will carefully monitor their performance.

The TMO's Estate Manager will have overall responsibility for the services provided and will report performance and complaints to the TMO management committee. Each year, we will publish an annual report setting out clearly how we have performed.

## Our service

We are determined to produce bespoke services to our residents. We understand that the 'one size fits all' approach to housing management needs to change. We want to deliver a service that has fairness and equality as the centre theme.





# The ballot

## Your vote is important

From 15 to 29 November 2013, all tenants (including joint tenants) and leaseholders (including joint leaseholders) will be able to vote on whether or not to accept the Council's offer to devolve some housing services to the TMO.

The ballot is a legal requirement and residents' support is required.

The ballot will be conducted by the Electoral Reform Society, an independent agency.

There is no minimum number of voters needed, but we would like as many people as possible to take part in the ballot.

In order for the TMO to go ahead, the regulations require both a majority of those participating in the ballot and a majority of secure tenants participating in the ballot to vote 'Yes'.

## Is this a 'once and for all' vote?

No. Once the TMO is up and running, an Annual General Meeting (AGM) will be held each year when

the TMO must ask its members if they wish to continue with tenant management on the estate.

Every five years the TMO must hold a ballot of all tenants and leaseholders to find out if they wish the TMO to continue. In the event of a 'No' vote, the management of the estate can be handed back to the Council.

## What happens if things go wrong?

Residents are often worried about what happens if the TMO fails to perform as well as expected. If this were to happen the Council will begin to take back the service. Also members can vote at a special general meeting or in the five year ballot to hand back the service to the Council.

## The power of the Council remains intact

The Council has a dedicated team which monitors and supports TMOs to ensure they deliver services to the standard expected by the Council and residents. The Council will take back some or all housing services if the TMO does not meet these standards.

**If we don't do our job properly the Council will take back the service from us.**

Give us the chance to prove ourselves by voting "YES" for a TMO on Gloucester Grove Estate.

# Our office staff

**As a TMO we will employ our own highly qualified staff to run the housing services from our on-site office which will be built on Cator Street.**

## Estate Director

The Director will be responsible for managing all services delivered and overseen by the TMO. The Director will be our most senior member of staff responsible for the running and managing the office and staff.

## Resident Service Manager

Duties will include leading on tenancy management issues, supporting the Director to monitor the cleaning, ground maintenance and non-TMO services, working with the Board to carry out prospective new tenant visits, and carrying out an induction for all new tenants.

## Multi-skilled Operative/Handyperson

The Handyperson will work from the local TMO office on the estate and be responsible for all responsive repairs including carpentry, electrical work and plumbing. Bigger and more challenging repairs will go to a contractor.

## Income Officer (part-time)

The Income Officer will be responsible for targeting residents in rent arrears to help them maximize income, and provide support and advice on benefit claims, and finding work or training opportunities.

## Customer Services Officer (2 x part-time)

Customer Services Officers will provide our telephone, reception and administrative services.

**We aim to provide friendly, efficient services right on your doorstep!**

- ✓ **Estate based office to report repairs or chat about housing issues.**
- ✓ **No more call centres.**
- ✓ **On-site Handyperson to speed up repair requests.**



## Proposed allowances

	£	£
<b>Tenant Management</b>		
Management of Repairs	63119	
Tenancy Management	54953	
Rent Collection	37778	
Committee and Communication Allowance	8620	
Insurance	9002	
Audit	1780	
<b>Sub-total management</b>		<b>175252</b>
<b>Tenant Services</b>		
Estate Cleaning	112815	
Grounds Maintenance	19718	
Electricity – Multi-billing	10169	
Pest Control	12369	
<b>Sub-total tenant services</b>		<b>155072</b>
<b>Tenant Repairs</b>		
Repairs	151152	
Repairs - Voids	35875	
Individual Heating - not part of district heating		
Estate Lighting	13615	
<b>Sub-total repairs</b>		<b>200642</b>
<b>Leaseholder Services</b>		
Estimated leaseholder allowance		
Estate Cleaning	20934	
Grounds Maintenance	3544	
Estate Lighting	13292	
Repairs	19019	
<b>Sub-total leaseholder services</b>		<b>56789</b>
<b>TOTAL ALLOWANCE</b>		<b>587754</b>

We will receive management and maintenance allowance from the Council.

We will provide a value for money service.

Any surplus made from good management will be re-invested back on the estate.

## Proposed expenditure

Expenditure profile for Gloucester Grove for 2014/15 to 2018/19

Year	1	2	3
	2014/15	2015/16	2016/17
<b>Staff Costs Salaries</b>			
Estate Director	£40,017	£41,711	£42,588
Resident Services Manager	£32,856	£34,151	£36,089
Multi Skilled Operative	£32,856	£34,151	£36,089
Income Officer (Part-time)	£10,985	£11,544	£11,805
Customer Services Administrator (Part-time staff)	£10,985	£11,544	£11,805
Customer services Administrator (Part-time staff)	£10,985	£11,544	£11,805
<b>Staff Salaries</b>	<b>£138,683</b>	<b>£144,646</b>	<b>£150,181</b>
<b>National Insurance Costs</b>			
Estate Director	£4,489	£4,723	£4,844
Resident Services Manager	£3,501	£3,680	£3,947
Multi Skilled Operative	£3,501	£3,680	£3,947
Income Officer (Part-time)	£483	£560	£596
Customer Services Administrator (Part-time staff)	£483	£560	£596
Customer services Administrator (Part-time staff)	£483	£560	£596
<b>National Insurance Costs</b>	<b>£12,938</b>	<b>£13,761</b>	<b>£14,525</b>
<b>Pension Contributions</b>			
Estate Director	£2,001	£2,086	£2,129
Resident Services Manager	£0	£0	£0
Multi Skilled Operative	£1,643	£1,708	£1,804
Income Officer (Part-time)	£549	£577	£590
Customer Services Administrator (Part-time staff)	£549	£577	£590
Customer services Administrator (Part-time staff)	£549	£577	£590
<b>Pensions Costs</b>	<b>£5,291</b>	<b>£5,525</b>	<b>£5,705</b>
<b>Total Staff Costs</b>	<b>£156,912</b>	<b>£163,932</b>	<b>£170,410</b>
<b>Services</b>			
Cleaning and Ground Maintenance	£127,766	£134,154	£140,862
Responsive Repairs	£135,056	£141,809	£148,899
Council's I-World System	£2,400	£2,520	£2,646
Human Resources	£1,500	£1,000	£1,000
Pay Roll - Pay Roll Bureau £42/month	504	£529	£556
Financial Services - Boogles - £200/month	£2,400	£2,520	£2,646
Legal and Professional Fees	£2,000	£2,000	£2,000
Audit of Accounts	£4,000	£4,200	£4,410
Technical Services	£5,000	£5,250	£5,513
<b>Total Services</b>	<b>£280,626</b>	<b>£293,982</b>	<b>£308,531</b>

Year	1	2	3
	2014/15	2015/16	2016/17
<b>Office Costs</b>			
Telephone / Broadband	£600	£630	£662
Electric and Heating Costs	£0	£0	£0
Office Supplies - Printer Cartridge etc.	£2,400	£2,520	£2,646
Postage	£2,400	£2,520	£2,646
Cleaner for Office	£1,820	£1,820	£1,820
Replacements of Furniture & Fittings	£0	£0	£400
<b>Total Office Costs</b>	<b>£7,220</b>	<b>£7,490</b>	<b>£8,174</b>

<b>Other Costs</b>			
Estate Lighting	£36,120	£37,926	£39,822
Training	£4,000	£4,200	£4,410
Board Meeting / Child Care Expenses	£360	£378	£397
Other Board Expenses	£600	£630	£662
Periodicals, Technical and Training Material	£500	£500	£500
Community Activities	£3,000	£3,150	£3,308
Insurance	£2,400	£2,520	£2,646
Equipment and Material	£15,000	£15,750	£16,538
Contingency Fund at 5% of Income	£3,377	£3,377	£3,377
<b>Total Other Costs</b>	<b>£65,357</b>	<b>£68,431</b>	<b>£71,659</b>

<b>Total Expenses</b>	<b>£510,115</b>	<b>£533,835</b>	<b>£558,774</b>
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#### Summary of Projected Expenditure for 2014/15 to 2016/17

Headings	Amount		
Staff	£156,912	£163,932	£170,410
Housing Services	£280,626	£293,982	£308,531
Office Costs	£7,220	£7,490	£8,174
Other Costs	£65,357	£68,431	£71,659
<b>Total Expenditure</b>	<b>£510,115</b>	<b>£533,835</b>	<b>£558,774</b>

#### Income Expenditure Profile Income remains constant whilst costs increase by 5% per annum

<b>Income Projections 2014/15 to 2016/17</b>	<b>£566,342</b>	<b>£566,342</b>	<b>£566,342</b>
<b>Total Expenditure</b>	<b>£510,115</b>	<b>£533,835</b>	<b>£558,774</b>
<b>Projected Surplus</b>	<b>£56,227</b>	<b>£32,507</b>	<b>£7,568</b>
<b>Cumulative Surplus</b>	<b>£56,227</b>	<b>£88,734</b>	<b>£96,303</b>

#### Income Expenditure Profile Income increase by 5% as do costs

<b>Income Projections 2014/15 to 2016/17</b>	<b>£566,342</b>	<b>£594,659</b>	<b>£624,392</b>
<b>Total Expenditure</b>	<b>£510,115</b>	<b>£533,835</b>	<b>£558,774</b>
<b>Projected Surplus</b>	<b>£56,227</b>	<b>£60,824</b>	<b>£65,618</b>
<b>Cumulative Surplus</b>	<b>£56,227</b>	<b>£117,051</b>	<b>£182,670</b>

# What's next?

- 1 You will shortly receive a ballot paper asking you to vote on whether you support the Gloucester Grove TMO (CIC) to provide the housing services for the Gloucester Grove estate.
- 2 Only tenants and leaseholders can vote in this ballot. Joint tenants and leaseholders will each have a vote.
- 3 The ballot will be open for 14 days between 15 – 29 November 2013.
- 4 The ballot will be by postal ballot only and it will be run by independent organisation, The Electoral Reform Society. There will be no reminders so you need to vote as soon as you get the ballot paper to ensure that you don't miss the deadline.
- 5 Directors of Gloucester Grove Estate CIC will be out door knocking, providing you with the opportunity to ask questions about the project. They will also be able to collect completed and sealed ballot papers for posting. This will help them to know numbers of those voting.
- 6 The ballot papers will be counted by the Electoral Reform Society
- 7 The TMO will proceed to set up if:
  - a majority of tenants and leaseholders voting have voted in favour of Gloucester Grove Estate TMO (CIC), and
  - a majority of Council tenants who voted have voted in favour of the proposal for tenant management.
- 8 If these two conditions are not met, then the TMO will not proceed and the Right to Manage Notice is considered withdrawn.

**Vote** **Yes**

if you want a better future for the TMO

- ✓ **Estate Office** – No one stop shop
- ✓ **Estate Manager** – Quick personal response
- ✓ **Handyperson** – No more call centres
- ✓ We get to invest all our surplus on developing our estate
- ✓ **Residents are in control** – We direct our staff on what we want them to do on the estate.

# Further information...

This is an exciting opportunity for Gloucester Grove Estate tenants and leaseholders. If you have any questions or require further information about tenant management please contact:

## Southwark Council

Richard Amoah, Tenant Management Development Officer

☎ 020 7525 1205

@ tenantmanagement@southwark.gov.uk



## Newmanfrancis Ltd

Mekor Newman, lead advisor

☎ 020 8697 1079

@ mekor@newmanfrancis.org

www.newmanfrancis.org

## Gloucester Grove TMO

Bassey Bassey, Chair Gloucester Grove TMO

Wickway Court Garages, Cator Street London, SE15 6QD

☎ 020 3643 6941 (landline) 07903 155871 (mobile)



# Vote yes!

By voting yes to Gloucester Grove TMO, we will ensure:

- ✓ Your housing services are delivered by a local manager from a permanent office on the estate.
- ✓ We have a qualified handyman to be on-site everyday (except Sundays) to respond quickly to minor repairs and other housing problems.
- ✓ Tenants on Gloucester Grove will determine the priorities on our estate.
- ✓ That we spend our surplus on developing our estate.

Please vote yes so that we as tenants can work together to provide the best housing services for our estate.



yes

no

maybe