

The TMO Magazine

Issue 13 Winter 2007



PARLIAMENT SET TO STRENGTHEN HAND OF TMOs

A new law, expected to be passed by parliament in the coming months, will lay the ground for government action against councils that obstruct developing tenant management organisations (TMOs) and fail to co-operate with regard to TMO management agreements.

The Housing and Regeneration Bill also creates powers for the Government to require reluctant councils to cooperate in the transfer of ownership of housing stock in 'tenant led stock transfers' (See page 3).

The Bill has made headline news because it includes the legislation needed to pave the way for the 3 million new homes planned by government to be built by 2020. The bill also creates a new regulator or 'watchdog' for

council and housing association tenants. The regulator service will be known as 'Oftenant' and will have the power to take sanctions where a landlord, for example, is taking too long to do repairs or is not engaging properly with tenants.

The NFTMO chair Terry Edis welcomes the news that Government will have powers to tackle the minority of landlords who obstruct or undermine TMOs. "Federation members have been saying for some time that it is unrealistic to expect small TMOs to take big councils and housing associations to court over breaches of the Right to Manage rules or of the management agreement. This Bill, if passed will allow a government minister to intervene directly. That has to be good news"



'FIELD OF HOPE' LAUNCH

Beechwood and Ballantyne Community Housing Association are planting 150,000 bulbs on their Merseyside estate in aid of Marie Curie Cancer Care. The 'Field of Hope' project was launched by local celebrity Gerry Marsden who is a patron of Marie Curie Cancer Care. He is pictured at the ceremony with a group of Marie Curie nurses.



HELP US SET UP A TMO YOUTH COMMITTEE

The NFTMO Executive have agreed a plan to set up a National TMO Youth Committee. The plan is being co-ordinated by Adeleke Adeyemi (pictured above) who is a member of the Holland Rise and Whitebeam Close TMO in South London and a member of the NFTMO national executive.

All TMO's are being invited by Adeleke to take part. He says "This is our effort to recognise the importance of young people in all of our communities. This is a reflection of our societal standards and how we view young people."

"We will be utilising the many opportunities presented in youth involvement programmes. TMOs can make a big contribution to work with young people, not only because of your prominence in the community, but because of your experience, expertise, and leadership strengths. More importantly, we know that TMOs recognise that youth and adult partnerships are vital to building good and stable communities."

The NFTMO is also planning the first ever National TMO Youth Conference in 2008.

"By accepting this invitation you will be accepting a challenge that will yield rewards that are both tangible and intangible to those in our communities!" says Adeleke. You can contact him by email to Youth@nftmo.com and look out for a the special young persons section of our website which will be online soon.



The Delves TMO in Walsall is getting children into the saddle through their 'Own a Pony' scheme.

NFTMO JOINS CO-OPS UK

The National Federation of Tenant Management Organisations (NFTMO) has become a member of Co-operativesUK.

We are the twelfth federal body to join up to Co-operativesUK, following organisations such as the Association of British Credit Unions, Country Markets Ltd, the English Farming and Food Partnership, Co-operative Housing in Scotland and (football) Supporters Direct.

“We’re delighted to welcome NFTMO on board,” says Dame Pauline Green, Chief Executive of Co-operativesUK. “NFTMO is one of the largest national tenants’ organisations in the UK and is an important new member for us because it represents organisations with co-operative and mutual structures.”

“The majority of tenant management organisations are co-operatives, so joining Co-operativesUK made sense for us,” says Terry Edis, Chair of NFTMO. “It also forms part of our strategy for increasing the services available to our members.

“We like the fact that Co-operativesUK’s membership base is diverse and includes other membership organisations like ours. By becoming a member and working with other co-operative organisations, we’re helping to strengthen the voice of the co-operative movement in this country.”

Co-operativesUK is the national member-owned and led organisation that promotes the interests of co-operatives, works to increase awareness of co-operative values and supports the development and growth of new and existing co-operatives. It is a focal point for the sector, a forum for innovation and best practice, and a strategic voice for the co-operative movement.



ALPHA TENANT MANAGEMENT CO-OPERATIVE MOVES ON

The Alpha TMC was the first Tenant Management Co-operative (TMC) to be successfully set up in Yorkshire. Its estate office has provided a personal service for its tenants for the past 12 years since establishing a Management Agreement with Sheffield City Council.

The Local Authority set up an Arms Length Management Organisation (ALMO) to attract funding to bring the majority of their homes up to the Government’s Decent Homes Standard. Some areas of the city decided to go for stock transfers in order to bring more investment onto their estates. Alpha TMC had enjoyed the benefit of the Estate Action Programme in 1990, they knew that an ALMO would not bring any additional improvements for them in the foreseeable future.

The TMC had a vision for their future, they wanted to maintain the TMC as a form of management within a small scale transfer. The principle of maintaining the TMC was central to their thinking throughout the negotiations that lay ahead. Alpha insisted on being able to select their own Independent Tenants Advisor (ITA) with a comprehensive knowledge of tenant management and co-operatives. The Agency for Community Empowerment (AfCE) was chosen by competitive tender to fulfil this role.

The RSL was chosen as a result of a competitive bidding process with Sanctuary

Housing being declared the winner.

Sanctuary Housing did not have the benefit of working with tenant co-operatives in the past but they showed a positive, business like approach with a willingness to learn from day one. It was important for the RSL to demonstrate its commitment to develop a management agreement incorporating the TMC principle for future management. This was built into the Council’s Offer Document to the tenants.

The Management Agreement was negotiated in just four months after the stock transfer ballot result had been declared. The new management agreement is much shorter than the original unwieldy 1994 Modular Management Agreement.

The ITA had experience of developing bespoke agreements in the RSL sector and used a tried and tested model agreement as a basis to meet Alpha’s needs and address the requirements of the new landlord in meeting the Housing Corporation’s Regulatory Code.

The whole process has taken about two years from start to finish with the new management agreement in place just a few weeks after the transfer date. The Alpha TMC Committee are pleased with the level of interest and support from Sanctuary Housing and are now looking forward to a bright future with its new landlord and partner.



COMMUNITY STOCK TRANSFER FORUM LATEST NEWS

Several Tenant Management Organisations are exploring or working towards a 'tenant-led stock transfer' – moving from community led management to community ownership by creating their own landlord organisation

Friday Hill TMO, on the eastern outskirts of London, is about to start the development phase of their proposed transfer following a feasibility study that demonstrated a transfer was both viable and was likely to enjoy firm tenant support.

TMO Chair Joe Robinson was delighted with the outcome of a recent test of opinion. " 78% of tenants who voted were in favour so we see strong tenant support for our proposal. The transfer of ownership will enable an early start to a much needed improvement programme and with proper local accountability as the work proceeds."

If Friday Hill is over the first major hurdle then Bushbury Hill EMB in Wolverhampton is certainly not. In racing lingo they have certainly suffered a refusal if not a fall. The Bushbury Hill stock options study, commissioned with Council support, had concluded that a community led transfer was the best future option for the estate and a poll of opinion showed tenants liked the idea. At this point the Council decided to oppose the transfer in favour of the ALMO created by the council to attract investment. Thus, the Bushbury Hill initiative has been stalled for over a year.

The Housing and Regeneration Bill that was published on November 16th promises

some regulations to shift Councils that unreasonably obstruct tenant led transfers. Clause 259 of the bill is headed "Requirements to co-operate in relation to certain disposals of land" . Where a tenants group has served notice requesting a transfer of ownership the list of requirements that the bill may put on a council include :

- providing assistance to the tenants (which could be financial support, accommodation, other facilities or training);
- arranging a feasibility study to look into the tenants' proposals;
- providing information to the tenants;
- co-operating in certain ways with the tenants;
- arranging ballots with respect to the proposals; and
- entering into an agreement for the disposal.
- setting time limits for carrying out requirements set in the regulations; and
- requiring persons exercising functions under the regulations to act in accordance with guidance or directions given by the appropriate person.

Communities and Local Government are planning to consult the NFTMO Stock Transfer Forum when the regulations are being drafted. If your TMO is interested in attending the Stock Transfer Forum please note that the next meeting will be in February and you can get an invitation by emailing a request to contact @nftmo.com



TENANT CONTROL & HAPPY BANKERS

The Northern Rock saga has fired the mortgage lending policy of some banks into the news headlines. The question of how banks assess risk is also a topical issue for TMO's in the Housing association sector and those looking to become an RSL through a stock transfer.

Opponents of a Right to Manage for housing association tenants have argued that lenders would be unhappy about the prospect of housing being managed or owned by an organisation with a tenant majority board. This viewpoint has been 'given legs' by a recent paper from the Council of Mortgage Lenders (CML) in response to government consultation about tenant empowerment. The CML response is generally negative about tenants being involved in the governance of their homes. The tone of the paper might make some readers think about the likely reaction of a medieval feudal baron if a group of surfs had approached the castle to ask about the possibility of having a say in future land use decisions.

Happily many banks seem ready to assess each project on its merits and are open minded about tenant majority boards. In Walsall the transfer of council housing to WATMOS Community Homes presented no problem raising loans, in spite of having a tenant majority board and management agreements with no fewer than eight TMOs.

Kul Bains, the WATMOS Resources Director says that their funders, Lloyds TSB, have congratulated WATMOS on the achievements since transfer. He goes on "Our experience with Lloyds TSB has been a very positive one. Financial institutions such as Lloyds TSB are attracted to community controlled organisations because of our ability and desire to protect and build upon the investment that has taken place within our communities.

Managers at Barclays Commercial Bank must be delighted about their decision to lend to the Beechwood and Ballantyne Community Housing Association. (BBCHA). Since transfer the community led housing association, with its resident majority on the board, has exceeded its own business plan expectations. A strong board, successful improvement programme and excellent management performance have put BBCHA in a financially strong position.

In November BBCHA opened a new housing office on the estate. There to cut the ribbon was Merseyside pop singer Gerry Marsden (pictured above). Clearly still keen to stay in touch with the pacemakers!



HOUSING ASSOCIATION RESIDENTS 'PILOT' NEW VOLUNTARY TENANT MANAGEMENT SCHEME

Peabody Hill and Rosendale Estate residents in South London have decided to explore tenant management for their two estates. The two estates comprise 533 homes joined by extensive woodland. The estates themselves are a mix of maisonettes, flats and cottages, with one of the estates falling within a conservation area. One tenants and residents association – the West Dulwich TRA – covers both estates.

For some time now, residents on the two estates have been concerned about what they consider to be a declining housing service. They have experienced a number of problems – inaccessible repairs service, high staff turnover, anti-social behaviour, poor lighting, and inadequate parking – that Peabody Trust, their landlord, have been unable to resolve. A key concern is that the housing service is too remote so problems go unidentified or escalate before any action is taken. There is a strong feeling from residents that tenant management holds some of the answers.

Through the Guide Neighbourhood Programme, the tenants association was able to access advice and support from resident guides and consultants to help promote tenant management and develop an outline business plan. They also received a small grant to enable them to go on study visits, access external training, hold public meetings and

produce newsletters to promote the tenant management idea. Support from residents on the estate has been very positive and Peabody Trust has confirmed that they will support a feasibility study.

The timing of this could not have been better. With work on the new Right to Manage regulations and the voluntary tenant management arrangements in progress, both the Housing Corporation and Communities and Local Government have been keen to support the tenants association in 'piloting' the new voluntary tenant management arrangements for RSLs. The tenants have now appointed a training and development agency to provide continuing support.

The feasibility study will culminate in an offer document presented to residents which will include the management options residents have chosen, the agreed management and maintenance allowances and details of the form and structure of the proposed TMO. If residents vote in a ballot to accept the tenant management offer then the TMO will be set up without a need for any further ballot. A monitoring and evaluation framework will be established for the feasibility study to ensure that lessons learnt from the process can feed into the new voluntary tenant management arrangements and any subsequent guidance.



SINGING THE TMO BLUES!

Bill Pearson (Chair Bacup and Stacksteads TMO) writes:-

"Rod Smith our resident artist and musician suggested that we should write a TMO blues. When I had done a couple of verses I thought it should cover more than just a TMO and added EMB's and TRA's to the list but as we now seem to be moving toward closer working with CCH do they not have the same blues.

There must be plenty of rhymers and musicians in our organisation who would like to put their feelings into an anthem that we can record at a later date, so let's hear from you."

The Volunteer Activist Blues

Another Monday morning down at the TMO,

*Wondering and watching which way
the wind will blow,*

*Checking fax and emails and phone calls too,
Will it be the same old problems
or maybe something new.*

*The message down from Whitehall
tenants to the fore,*

*But some folk still aint listening still
don't know the score.*

*No matter what your label EMB or TRA,
You've got to remember every under dog
must have his day.*

*We're all getting older brother that's a fact,
Waiting for some young ones to get in on the act.*

*Oh mister banker you're giving us real pain,
Cocked it up and locked it all over again.*

*Another day another way still we choose,
To play the volunteer activist blues.*

For the musicians
A / A / A / A
D / D / A / A
E / D / A / E



PRAISE IN HIGH PLACES FOR LEATHERMARKET

Leathermarket JMB residents and staff won praise from high places at their recent Annual General Meeting (AGM).

Leathermarket JMB is Southwark's largest tenant-managed housing office responsible for managing 1500 properties on behalf of Southwark Council. Ten local residents are elected annually by their Tenants & Residents Association to sit on the Leathermarket JMB Board of Directors. They manage the housing services on behalf of all residents in the JMB area.

Matthew Taylor, Chief Executive of the RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce) praised Leathermarket JMB for involving residents in making decisions about their neighbourhoods and solving problems in the community. Matthew Taylor who was formally the Chief

Advisor on Political Strategy to Tony Blair and Director of the Institute of Public Policy Research was guest speaker at Leathermarket JMB's 11th AGM.

Matthew Taylor said "I was very flattered to be invited to speak by Leathermarket JMB and delighted to accept. They are a fantastic bunch of people and achieving great things."

The Chair of Leathermarket JMB and local tenant, John Paul Maytum said "We were delighted to get someone as influential as Matthew Taylor to speak to our AGM. Matthew told us very powerfully about the benefits of Tenant Management to our local community, benefits that go far beyond just how our homes are run. It was tremendously inspiring and enthusing for all of us volunteers who give up our time to make our homes and area a better place. I am glad we are delivering

a better quality of life for people in the Leathermarket JMB area and hope we can spread this work in the future"

Local Chaucer Ward Councillor Tim McNally was also full of praise for Leathermarket JMB.

"Southwark Council, and particularly your local Councillors in Chaucer and Grange wards support the JMB and the principle of Tenant Management. We applaud the high satisfaction figures for Leathermarket JMB, which are far in excess of that which the Council achieves. Working with John Paul and the Directors, as well as our TRAs we are constantly seeking to help the JMB move forward and grow - including promoting the idea of joining Leathermarket to other estates in our area. Democracy works best at a local level - the JMB is a fine example of that."

SONG FOR THE COMMUNITY

The NFTMO/CCH Conference last summer was lucky enough to hear a performance by the Quinton Community Choir. The Choir is a multi-generational group for the people of Quinton, Birmingham. Established in September 2006 it now has approximately 40 members aged 8-80, including eight children from local schools. The choir rehearses once a week during term time and has performed at local residential homes for the elderly, Quinton's new Tesco store and other community venues across Birmingham. The choir's repertoire is very broad, including pop, gospel and classical music as well as songs from around the world. The aims of the choir are to build positive intergenerational relationships through singing and to contribute to the regeneration of Quinton by enhancing the cultural life of the area.



SAFETY COMES FIRST, SECOND AND THIRD!

Anne Mallory, a Health and Safety specialist with experience of working with TMOs briefly spells out some of the Health and Safety responsibilities of TMOs.

In legal terms a TMO is an organisation with specific health and safety responsibilities and a 'duty of care'. If it fails to meet these obligations, as a legal entity, it can be prosecuted and sued. What's more, if a TMO breaks health and safety law, committee members and/or staff could find themselves under scrutiny for their actions.

Ignoring Health and Safety is a risky business!

When working with TMOs, it often becomes apparent that there is some confusion between the TMO and the landlord over health and safety responsibilities. This can relate to responsibility for undertaking risk assessments; responsibility for specific services and installations and where the line of responsibility falls in terms of the Management Agreement – such as the interpretation of repair over replacement.

What is clear is that effective management of health and safety is going nowhere until the situation is clarified. TMOs (and landlords) are strongly advised to seek clarity as waiting until something goes wrong is simply not an option.

When advising TMOs, I highlight the following three main areas of responsibility:

- Obligations under the Health and Safety at Work etc Act 1974
- Responsibility for your employees and those who might be affected by the actions of your employees.



- Occupier liability for the premises which you manage. In particular control over the contractors undertaking work on the premises.

So, what should we be doing?

Managing health and safety is no different from managing your services, governance or finances. There is support and guidance available to help you to manage the risk better.

This can include:

- Agreeing responsibilities with your landlord organisation and putting in place an action plan to address any health and safety issues (see the excellent TMO News – Spring 2006 - article about the work going on in Westminster). Your Council's Health and Safety Officer may also be able to advise and assist you.
- Working with an external consultancy.

- Some TMOs in Southwark have worked with Acclaim Consulting to develop a 'Risk Master' tool, including health and safety risk management.
- Working with an independent health and safety advisor. Your landlord organisation or TMOs in your area may be able to suggest a suitable contact.

Whatever steps you decide to take, remember, your TMO does have responsibility for health and safety morally, legally and financially.

For further information contact:

Anne Mallory
Mallory Health and Safety Consultants Ltd
E-mail: Anne.Mallory@btinternet.com

For a free copy of the risk master toolkit contact John Frankis, Acclaim Consulting: john.frankis@acclaim-consulting.co.uk or telephone 020 8316 6770.

A SALUTE TO WELL RUN TMOs

The TMO Good Governance Kite Mark Award was launched about a year ago and is now fully up and running. Three TMOs have already been awarded the Kite Mark and others are almost there. Junior Communities Minister Ian Wright MP will be presenting Kite Mark awards to the first group of TMOs at the House of Commons in the new year.

Good governance is the foundation stone of a successful TMO. Every TMO will benefit from the Kite Mark process. The self assessment process is an eye opener, even if you then decide it is a bit too early to apply for the award. The Kite Mark sets up some basic standards of good governance. The standards are realistic and

achievable so everything does not have to be perfect and, yes, we know it is almost impossible to get a good turn out at your AGM! The Kite Mark standards are looking for good, sound, common sense, open and accountable organisations.

The initial self-assessment is completely confidential. In it your TMO is asked to consider questions such as does the TMO -

- Consult and involve the community ?
- Conduct itself properly?
- Act as a good employer ?
- Make itself accountable ?
- Understand training needs ?
- Work in a controlled & democratic way ?

- Undertake checks and audits ?

Having done the initial self assessment your TMO may identify aspects of your governance that need some action. When ready your assessment is sent to the NFTMO along with the action plan. Trained assessors will make an arranged visit before a recommendation is made about the award of the Kite Mark

It is a low cost exercise, free if you agree to provide a volunteer to be trained as an assessor. If your TMO is interested in working towards the Kite Mark please contact the NFTMO at 01704 227053 or email contact@nftmo.com.



TRAINING DIARY January to March 2008

Training is essential to the long-term health of your TMO. Here is a real feast of training opportunities that are coming up soon. Note that there are plenty of opportunities for training on Board membership to improve your TMO Governance.

COURSE / EVENT	DATE	VENUE	CONTACT
Working with Contractors	10 January 08	Lancaster	InStep
Step on Board – introduction to Board membership	15 January 08	Truro	InStep
Step on Board – introduction to Board membership	16 January 08	Wolverhampton	InStep
How New Tenants are Chosen	17 January 08	Southampton	InStep
A Piece of Cake – monitoring and shaping services	21 January 08	Telford	InStep
Working as a Group	23 January 08	Newcastle	In Step
Managing Meetings	24 January 08	Birmingham	TPAS
Negotiating and Influencing Skills	24-25 January 08	Chester	Trafford Hall
Holding Effective Meetings	26 January 08	London	ITDS
Fundraising Strategies	28-30 January	Chester	Trafford Hall
Involving Young People	29 January	Norwich	TPAS
Advanced Chairing Skills	31 January	Exeter	TPAS
LONDON REGIONAL TMO CONFERENCE	30 January 08	London	InStep / NFTMO
Neighbourhood Regeneration – an Introduction	4-6 February 08	Chester	Trafford Hall
Involving Young People	5 February 08	Nottingham	TPAS
MIDLANDS / NORTH TMO CONFERENCE	5th February 08	Birmingham	InStep / NFTMO
Step on Board – introduction to Board membership	6 February 08	Chelmsford	InStep
Step on Board – introduction to Board membership	7 February 08	Leicester	InStep
Advanced Chairing Skills	12 February 08	York	TPAS
EMPLOYING TMO STAFF	13 February 08	Birmingham	NFTMO
How New Tenants are Chosen	13 February 08	Worcester	InStep
A Piece of Cake – monitoring and shaping services	13 February 08	Ellesmere Port	InStep
Introduction to Board Membership	11-13 February 08	Chester	Trafford Hall
Council Housing Finance for Residents	19 February 08	Stockport	InStep
Residents on Board	19 February 08	York	InStep
Being a Community Leader	20 February 08	York	TPAS
Controlling the Money Part I	23 February 08	London	ITDS
Resolving Conflict	25-27 February 08	Chester	Trafford Hall
Step on Board – introduction to Board membership	4 March 08	Sheffield	InStep
A Piece of Cake – monitoring and shaping services	4 March 08	Cambridge	InStep
Council Housing Finance for Residents	5 March 08	Swindon	InStep
A BUSINESS PLAN FOR YOUR TMO or CO-OP	5 March 08	Milton Keynes	NFTMO
Council Housing Finance for Residents	6 March 08	Dover	InStep
The Role of Treasurer	10-11 March 08	Chester	Trafford Hall
Residents on Board	10 March 08	Bournemouth	InStep
Working as a Group	11 March 08	Leeds	In Step
How New Tenants are Chosen	13 March 08	London	InStep
Effective Newsletters	13 March 08	London	TPAS
Getting on Board	18 March 08	Manchester	TPAS
Spaces by Design	17-19 March	Chester	Trafford Hall
Being Effective – Skills and Confidence	27 March 08	Manchester	TPAS
TMOs and the Law	29 March 08	London	ITDS

For more information or to book a place, contact:

TPAS - Tel: 0161 868 3500 - Website: www.tpas.org.uk • Trafford Hall - Tel: 01244 300246 - Website: www.traffordhall.com

NFTMO Tel: 01704 227053 - Website: www.nftmo.com • InStep Tel: 0500 844 111 - Website: www.instepservices.co.uk

ITDS (In the Driving Seat) courses are mainly for TMOs in Westminster, Lambeth, Southwark and Wandsworth. Contact 0207245 2204

NOW IS THE TIME TO BOOK FOR YOUR ONE DAY TMO REGIONAL CONFERENCE!

In partnership with InStep and with Tenant Empowerment Grant funding the NFTMO is running two major regional one-day conferences in the new year. The events will be a great opportunity to share experiences and discuss topical issues with other TMOs and Co-ops.

The programme includes

- New opportunities for Tenant Management (CLG / Housing Corp speaker)
- TMOs and Finance – What Does the Future Hold
- Developing the regional network – what next ?
- Developing a young persons network
- Good Governance / Kite Mark
- Becoming a beacon TMO
- Community Led Stock Transfer
- The Role of the Approved Assessor
- TMO Benchmarking
- Management and Maintenance Allowances Negotiations

London/South TMO Regional Conference 30th January 2008
The Resource Centre, Holloway, London Delegate Fee £60 +VAT

West Midlands/North TMO Regional Conference 5th February 2008
The Holiday Inn, Birmingham City Centre • Delegate Fee £60 +VAT

To get a booking form

Contact InStep by telephone 0500 844 111 or email info.instep@tribalgroupp.co.uk.
More information is available at www.instepservices.co.uk



BELLAMY AT BUSHBURY HILL

Bushbury Hill Estate Management Board in Wolverhampton welcomed Professor David Bellamy to their Management Centre last month to mark a plan for partnership working between the EMB and local company Chamois Eco Kitchens.

Bushbury Hill EMB who are working to ensure that tenant management is at the centre of planning improvements and energy saving initiatives to their homes. EMB Chairman Ken Spilsbury said "Our community faces a real challenge in dealing with the rising cost of energy, it is imperative that we are instrumental in addressing fuel poverty as well as local employment initiatives along with our partners at Chamois.

THOUGHT FOR THE DAY

"There is no public service that cannot be improved by involving local people; no challenge that cannot be met by harnessing their ingenuity and commitment; no neighbourhood that cannot be made stronger, safer and more prosperous by giving them the confidence and opportunities to take care of the things they value. Clean streets. Green parks. Homes that are warm and safe."

Hazel Blears, Secretary of State for Communities and Local Government, launching the Community Empowerment Action Plan on 19 October 2007.

If you have a contribution to make to a future issue please contact magazine@nftmo.com or ring 01704 227053.

NFTMO
The National Federation of
Tenant Management Organisations

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NFTMO PROGRAMME OF ONE DAY TRAINING COMING UP NEXT!

EMPLOYING TMO AND CO-OP STAFF Good practice & problems

BIRMINGHAM

Wednesday 13th February 2008
Austin Court, Birmingham

Most TMOs and Co-ops employ only a few staff – sometimes just a part-time worker. But if things go wrong the effect can be devastating. This course will explore good employment practice including how employment law affects small employers and how TMOs and Co-ops should deal with problems if they arise.

A BUSINESS PLAN FOR YOUR TMO OR CO-OP You Can Do It!

Milton Keynes

Wednesday 5th March 2008
Acorn House, Milton Keynes

TMOs may need a Business Plan for a variety of reasons – like when you are making a case for more funding, planning changes to your organisation or services, responding to external changes such as regeneration, stock transfer or reduced stock numbers. Or maybe your TMO just likes to plan for the future ! The good news is that you can produce an impressive business plan if you want to.

Come along to this course
and find out how.

MEMBERS DISCOUNT!

Fees £30 per person plus VAT (NFTMO members £24 plus VAT)

Reserve your places by ringing 01704 227053 or email to contact@nftmo.com
or download a booking form at www.nftmo.com