



Office of the
Deputy Prime Minister
Creating sustainable communities

Calculating Allowances for Tenant Management Organisations

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CONTENTS

SECTION A

Introduction	5
Adjusting allowances	5
Leaseholders	6
Calculation of TMO allowances Notes	8

WORKSHEETS

1. Chapter 1 Insurance	10
2. Chapter 2 Repairs	11
3. Chapter 3 Rent Collection	21
4. Chapter 4 Leaseholder Charges	23
5. Chapter 5 Finance	24
6. Chapter 6 Tenancy Management	25
7. Chapter 7 Staffing	28
Office Cost	32
TMO Costs	39

Introduction

This guidance is given by the Secretary of State under regulation 7 of the Housing (Right to Manage) Regulations 1994 (SI No. 627/1994) which provides that any person exercising functions under those Regulations shall act in accordance with any guidance given by the Secretary of State.

This guidance sets out the way management and maintenance allowances must be calculated for Tenant Management Organisations (TMOs) that are exercising the Right to Manage.

The checklist at Annex A, and accompanying notes and guidance, will assist the calculation of allowances and can be downloaded from [www.housing.opdm.gov.uk/tp/rtm/...](http://www.housing.opdm.gov.uk/tp/rtm/) . It lists the potential functions that a TMO can carry out under the terms of its management agreement and the council should insert the appropriate level of allowance based on the relevant number of dwellings for each of those functions. The allowance should be calculated in accordance with the guidance.

The basic principle underlying these allowances is that they are to be based on the council's own level of expenditure. This is actual expenditure in the case of the supervision and management and the running costs or historic expenditure in the case of responsive repairs and planned maintenance. The exceptions to this are:

- a exceptional repairs (see checklist for definitions) and programmed repairs and improvements (which are likely to be carried out as a major works contract), where the council and TMO need to negotiate an appropriate figure;
- b committee administration, training and tenant communication (ie **not** office running costs such as rent, business rates, utilities etc), where there will be a flat rate payment of £5,000 plus £10 per dwelling (including long leases served by the TMO).

Adjusting allowances annually

Allowances should be set, as far as possible, over a longer timescale and then adjusted annually in line with inflation and to take into account increases and changes in costs, income from rents and HRA subsidy and the number of properties managed by the TMO.

This should be done by increasing or decreasing the overall allowances by the same proportion as the council's own HRA expenditure **before** taking into account the impact of Right to Buy sales, voluntary disposals and demolitions or acquisitions on that expenditure.

The TMO's allowances would then be reduced or increased pro rata by any Right to Buy sales, voluntary disposals and demolitions or acquisitions affecting the dwellings under its own management.

Where new TMO duties come into operation during the financial year which give rise to additional costs, there should be a retrospective adjustment of the allowances to reflect these additional costs in respect of the financial year just ended.

The Council must give the TMO at least three months notice of any change in the amount of the allowance for the following financial year and agree a procedure and timetable for implementing any change. The timetable should allow a sufficient period for negotiation with the TMO on the proposed change and for agreement to be reached on how it will be implemented.

Periodic review of allowances

It will be open to either a council or TMO to seek a review of allowances where either the council's costs have reduced significantly for a similar mix of dwellings or a TMO's costs have increased significantly. In these circumstances, the same methodology is to be used, but necessarily the cost base must be established from properties remaining within the council's management. A similar range of services, for a similar mix of properties, should be used.

Where a variation in the allowances results, this should be phased in over three years or a shorter period where the TMO and council can agree.

Leaseholders

The initial allowances for the TMO will include an amount that is to be recharged from leaseholders. This will vary from year to year according to the annual estimate of expenditure on leasehold properties and leaseholder charges prepared by the TMO.

Where the annual estimate of leaseholder charges shows that there will be a variation in the income to the council, then the TMO's annual allowance will be increased or decreased by the amount of that variation.

a For TMOs that have opted to collect service charges and pay over to the Council; and for TMOs that do not collect service charges but provide services to Leaseholders.

The council will advance the TMO an allowance based on the TMO's estimated annual budget for the financial year (or part thereof, if the TMO enters the management agreement midyear). This will be paid in instalments in accordance with Chapter 5 clause 2 of the Management Agreement. This amount will be adjusted annually to reflect the TMO's actual expenditure on services to Leaseholders when the TMO's audited accounts are available and no later than 31st October.

b For TMOs collecting and retaining service charges.

The council shall advance the TMO such amount as is deemed necessary for the TMO to provide such services to Leaseholders as required by the Management Agreement, until such time as it collects the service charges due from Leaseholders in accordance with local leases. This advance should be repaid to the council by the TMO when it is financially able to do so – in instalments, if necessary – and by local agreement.

PROVIDING INFORMATION

Feasibility Stage

The council should supply the tenants and the section 16 agency with general information at the end of the feasibility stage to enable the tenants' group to decide if it is financially viable to pursue forming a TMO. The number of leaseholders in the property may have an effect on the viability of a TMO.

Development Stage

More detailed financial information should be supplied to the tenants early in the development stage. The tenants will need this information when deciding which options to choose during the negotiation of the Modular Management Agreement.

During the negotiations of the allowances the council should make available up to date financial information so that the negotiations can be carried in an open and transparent manner.

Worksheets

The checklist at Annex A is simply an aid to calculating the allowances and will need to be adapted to suit local circumstances. The checklists for each chapter enable all parties to identify the budget costs of each of the functions. The staffing checklist will enable the TMO to look at how the management and administrative functions relate to the staffing levels.

The general principle is that, if a TMO is to carry out a particular function, then a budget/allowance should be identified for that function.

Calculation of TMO Allowances Notes	
Note	
1	<p>Where the TMO takes on responsibility for insurance, then the allowance should be based on the TMO's share of the council's insurance costs. This should be calculated on the basis of the proportion of the relevant number of dwellings managed by the TMO.</p> <p>This allowance does not cover the TMO's contents and buildings insurance for its own property. The costs of this would have to be met from the TMO's own budget.</p>
2	<p>The allowances for responsive repairs and planned maintenance are based on historical council expenditure for the relevant dwellings. This is calculated by taking the average annual expenditure over the previous five years after removing the highest and lowest annual figures.</p>
2a	<p>With large TMOs the allowance for exceptional repairs/high cost voids can be calculated using historical figures. This will be less satisfactory for smaller TMOs where exceptional repairs/high cost voids can have a more significant impact on the TMOs budget. In addition, there may be exceptional repair issues that have arisen that will not have been taken into account in the expenditure for previous years. In this situation an annual estimate of those repair costs should be calculated and included in the allowances.</p> <p>Most councils should have computer-based repairs systems that record historic repair costs and job details for each dwelling and for communal areas. This should make the calculation of allowances relatively straightforward. In the exceptional circumstances where this is not the case, then paper records should still be kept and these should be used.</p>
3	<p>Allowances for programmed cyclical repairs should be calculated by determining the programme cycle (e.g. external redecoration every 5 years and gas appliance inspection and servicing annually) and estimating the cost of carrying out the work for the relevant dwellings. The annual allowance should then be the cost divided by the number of years in the cycle.</p>
4	<p>Allowances for other programmed work and improvements (e.g. window replacement and installation of central heating) should be based on an estimate of the cost of the work. The annual allowance should be calculated by the total cost divided by the programme period agreed between the TMO and the council.</p>
5	<p>Most estate services will be provided on a contract basis with a clearly defined schedule of programmed works. The allowance should be calculated using the cost of the programmed work plus the historic costs of additional one-off orders.</p>
6	<p>Allowances for these services should be based on the actual cost of providing them to the relevant dwellings.</p> <p>Where the service is currently provided 'in house', the actual cost of each function should take the following into account either in allowances identified for each function or as a separate budget head i.e. office, staffing and overheads budgets:</p> <ul style="list-style-type: none"> • Direct costs: <ul style="list-style-type: none"> • The cost of staff directly providing that service at the local level • Where relevant, the running cost of the local housing office – heat, light cleaning, security etc. • The cost of stationery and other consumable materials used by the staff for the running of the service

Calculation of TMO Allowances Notes *continued***Note**

- 6
- Departmental overheads – either in-house or provided by contract:
 - The cost of staff supporting that service – e.g. departmental rent accounting, Best Value, technical and allocations staff
 - The cost of departmental administration and finance staff
 - Costs of departmental personnel staff
 - The cost of middle and senior management
 - Recruitment costs
 - Office running costs for the above
 - Cost of stationery and other consumable material for the above
 - Running costs of computer systems and computer support staff – repairs, housing management, financial and other systems
 - Other overheads – either in house or provided by contract:
 - The cost of financial control, accounting and payments service
 - Cost of central personnel service
 - Cost of legal service
 - Cost of payroll service
 - Cost of technical service
 - Cost of central computer support services

The proportion of these costs that will form the allowances will be based on the relevant number of dwellings and the scope of the services taken on by the TMO.

The council's Chief Finance Officer should have systems in place for apportioning these costs.

Where the service is currently directly provided by an outside contractor, the annual allowance should be calculated by taking into account:

- the contract price for managing the service for the relevant dwellings
- the cost of commissioning the work divided by the number of years of the contract
- the cost of managing and monitoring the contract
- plus other 'in-house' costs associated running the relevant services

- 6a This does not apply to Arms Length Management Organisations (ALMOs). Where there is an ALMO providing the service, the allowances should be calculated in the same way as if the council was providing the service.

Allowances for Leaseholders will be adjusted annually to reflect actual expenditure on services to leaseholders.

Advance is paid to TMO until the TMO receives service charge payments

- 7 The method of calculating allowances for non-housing services is a matter for negotiation between the council and the TMO.

Chapter 1: Insurance cover								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Insurance cover for:								
Damage to the structure of the property	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1	
Claims by third parties arising out of risks in or on the property	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1	
Claims by employees of the council working in or on the property	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1	
The loss through fire or theft of property belonging to the council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1	
Other risks (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1	
Total								
Insurance cover for:								
Claims by third parties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1	
Claims by the TMO's staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1	
The dishonesty of the TMO's staff or the TMO's officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1	
Other risks (specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1	
Total								

Chapter 2: Day to day repairs and maintenance of tenanted properties and routine re-let of empty properties								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Routine repairs and maintenance to the interior and exterior of occupied dwellings including repairs to common parts of flats and maisonettes (main building trades).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Routine repairs and maintenance to the interior and exterior of void dwellings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2a	
Routine electrical repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Routine responsive repairs to gas appliances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Routine responsive repairs to lifts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Routine responsive repairs to controlled door entry systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Routine responsive repairs to communal TV aerial systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Routine responsive repairs to CCTV systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Subtotal								

Chapter 2: Day to day repairs and maintenance of tenanted properties and routine re-let of empty properties <i>continued</i>								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Routine responsive repairs to warden call systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Security boarding of empty dwellings awaiting reletting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Out of hours emergency repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Total								

Chapter 2: Exceptional repairs								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Repairs to the structure of the dwelling or block of dwellings where the cost of rectifying a single defect exceeds £....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2a	Where the council retains responsibility for this function, the full cost of the repair should be met by the council
Repairs to void dwellings where the cost exceeds £.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2a	Where the council retains responsibility for this function, the full cost of the repair should be met by the council
One-off replacement of:								
Central heating boilers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Gas fires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Lifts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
CCTV equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Communal refuse bins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Removal of asbestos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
Repairs to disabled adaptations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	Where funded from HRA
One-off re-wiring of whole or part of dwelling or communal areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2	
				Total				

Chapter 2: Programmed repairs									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Programmed repairs:									
Programmed external redecoration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				3		
Programmed redecoration of internal communal areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				3		
Programmed pre-paint repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				3		
Programmed replacement of:									
roofs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
windows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
kitchen units	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
bathroom and w.c. fittings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
gas fires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
central heating boilers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
multi-point water heaters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
CCTV systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
Other programmed replacement work – specify:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
Programmed servicing and safety inspections of gas appliances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				3		
				Subtotal					

Chapter 2: Programmed repairs *continued*

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Programmed inspection and repairs to/replacement of fire safety equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				3	
Programmed inspection and repairs to lightning conductors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				3	
Testing and treating communal water tanks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				3	
Lift inspection and follow-up repair works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				3	
Other programmed inspections and repairs /replacement arising – specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				3	
Total								

Chapter 2: Improvement/modernisation works									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Full or partial modernisation of dwellings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
Improvements to internal and external communal areas of flats and maisonettes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
Installation of central heating and insulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				4		
Total									

Chapter 2: Estate Services									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Programmed grounds maintenance – grass cutting/litter picking/cutting back of planting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5		
One-off grounds maintenance orders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5		
Programmed repairs to play equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5		
Replacement of play equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5		
Cleansing of unadopted highways, footpaths and other hard-surface areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5		
Repair to unadopted highways, footpaths and other hard-surfaced areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5		
Repairs to unadopted external estate lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5		
Providing a concierge service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5	Include materials and equipment used by caretakers	
Providing a caretaking service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5	Include materials and equipment used by caretakers	
Subtotal									

Chapter 2: Estate Services continued								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Electricity supply to communal areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5	
Water supply to communal areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5	
Gas supply to communal areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				5	
Total								

Chapter 2: Other repairs									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Routine repairs to district or group heating systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2		
Exceptional repairs to district or group heating systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2		
Programmed repairs to district or group heating systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				3		
Other routine repairs. Specify _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2		
Other exceptional repairs. Specify _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2		
Other programmed repairs. Specify _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				2		
Total									

Chapter 2: Management of repairs and maintenance									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Receiving and recording repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Pre and post inspection of routine repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Managing programmed repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	This includes placing orders and carrying out any necessary pre and post inspections	
Preparation of specifications for exceptional and programmed repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Preparation of specifications for improvements and modernisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Letting contracts for:									
Routine repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Exceptional repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Programmed repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Improvements and modernisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Arranging payments to contractors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Total									

Chapter 3: Collecting rents								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Collection of rents and service charges from tenants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Collection of rents and service charges from former tenants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Collection of service charges from leaseholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Collection of miscellaneous debts from tenants and leaseholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Collection of other charges. Specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Subtotal								

Chapter 3: Collecting rents <i>continued</i>									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Control of rent and service charge arrears:									
Option C: up to passing serious cases to Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Option D: up to and including seeking possession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Option E: taking full responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Collection of debts from former tenants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Notification of rents and service charges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Total									

Chapter 4: Leaseholder Service Charges

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Setting Service Charges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Billing Service Charges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Service Charge Collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Service Charge Arrears Collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Serving s.20 notices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Total								

Chapter 4: Breakdown of Leaseholder Service Charges

Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Caretaking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Communal repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Service Charge Collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Others specify _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Total								

Chapter 4: Advancement							
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note Guidance on
Advance payment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6
Total							

Chapter 5: Finance							
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note Guidance on
Audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1
Other specify _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1
Total							

Chapter 6: Tenancy Management									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Selection of tenants:									
Option B and C : TMO considers only applicants nominated by council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Option D: TMO considers applicants in accordance with Local Lettings Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Administration of grant of tenancies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Varying terms of the tenancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Management of the breaches of tenancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Taking action to deal with unlawful occupation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Management of void dwellings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Administration of the Right to Exchange	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Administration of transfers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Administration of applications to sublet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
				Subtotal					

Chapter 6: Tenancy Management <i>continued</i>								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Administration of the Right to Succession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Giving consent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Right to Buy and Sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Residents' disputes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Anti Social Behaviour and Harassment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Total								
Chapter 6: Other housing services								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Providing a warden service for sheltered accommodation for older people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Providing a warden service for other specialist accommodation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Total								

Chapter 6: Non housing services									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Specify _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				7		
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				7		
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				7		
Total									

Chapter 7: Breakdown of staffing									
Service	TM0 Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Office administration and support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Finance services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Other housing services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Leaseholder services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Office cleaning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Rent Collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Rent arrears	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Temporary/Agency staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Other specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Total									

Chapter 7: Technical Staff									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Involved in:									
Day to day repairs and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Exceptional repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Programmed repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Improvement and modernisation works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Other repairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Management support and administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Temporary/Agency staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Others specify _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Total									

Chapter 7: Estate Services Staff									
Service	TM0 Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Grounds maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Play equipment inspection, repair and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Concierge service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Caretaking service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Management support and administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Temporary/Agency staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Others specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Total									

Chapter 7: Indirect employee costs									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Recruitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Employees insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Additional pension contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Uniforms and protective clothing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Training and staff development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Others specify _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
				Total					

Worksheet: Office Costs								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Rent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Non Domestic rates NNDR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Water and Sewerage rates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Building Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Gas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Electricity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Oil/other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Total								

Worksheet: Fixture and fittings								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Purchase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Repair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Total								

Worksheet: Security								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Security contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Cash collection contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Alarms system maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Total								

Worksheet: Office cleaning								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Cleaning costs/contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Cleaning materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Domestic supplies for office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Hygiene supplies contract/supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Laundry/towel service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Total								

Worksheet: Grounds Maintenance								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Grass cutting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Litter picking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Flower beds etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Others specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Total								

Worksheet: Repairs and Maintenance									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Structural:									
interior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
exterior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Decorations:									
interior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
exterior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Gas servicing and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Plumbing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Electrical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Lift/chair lift servicing and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
Environmental works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6		
				Total					

Worksheet: Transport								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Hire/leasing of vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Vehicle maintenance costs:								
Petrol/diesel/oil	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Tyres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Road Tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Courier service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Taxis and cabs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Essential car users allowance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Casual car users allowance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Bus and train fares	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Total								

Worksheet: Office Supplies and Services									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Equipment and furniture:									
Purchase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1		
Repair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1		
Stationery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1		
Books and Periodicals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1		
Subscriptions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1		
Postage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1		
Telephones – land lines and mobiles:									
Rentals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1		
Call charges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1		
Hospitality/entertaining	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1		
Translation services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1		
Other specify _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				1		
Total									

Worksheet: Information Technology								
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on
Computer equipment:								
Purchase/lease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Repair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Computer software:								
Purchases and licences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Maintenance/help desk and upgrades	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Microfiche/archiving/storage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Photocopying paper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Photocopier/purchase/leasing and supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Printing costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Fax machines:								
Purchase/leasing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Maintenance agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Other specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				6	
Total								

Worksheet: TMO expenditure									
Service	TMO Responsibility	LA Responsibility	Not Relevant	Relevant No. Dwellings	Allowance per annum	How calculated	Note	Guidance on	
Committee and communication budget:									
Lump sum element	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Flat rate payment £5,000 plus £10 per dwelling including long leases served by the TMO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Office costs (list)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						

Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						

				Total					

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