

# Guide to the NFTMO Healthcheck and Good Governance Kitemark



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# 1. Introduction

**TMOs are facing difficult and challenging times ahead and for many the difference between success and failure will rely on how well the organisation is governed.**

Governance is the term we use to describe the leadership provided by the TMO's elected Board or Committee. Well governed organisations are in-touch with their communities and the elected Committee or Board effectively steer the activities and direction of the organisation to best fulfil the TMO's objectives.

The Governance Healthcheck is free to TMOs and can be used simply as a way of checking the health of the organisation or as a starting point for an application for the NFTMO's good governance Kitemark.

Whatever way you choose to use the health checker, think about what the results are telling you about what you need to do, as an individual and as a group, to improve your governance and make your TMO stronger.

The Healthcheck contains a total of 40 standards which have been grouped under 3 modules. These are:

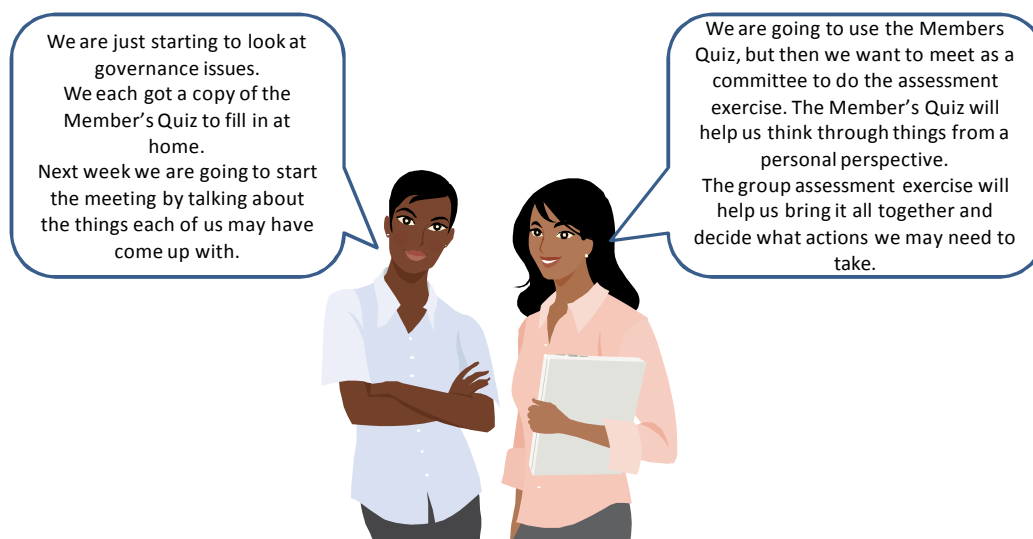
- *Being in-touch*
- *Being in control*
- *Being good at managing*

Within each of the 3 modules is set of self-assessment questions against which TMOs are invited to assess and rate themselves. The following page provides a diagram showing how the healthcheck is organised and how the standards have been grouped into modules and themes.

## The Members Quiz

In addition to the good governance self assessment questions, the healthcheck also contains a Member's Quiz. The idea of the Members Quiz is that it gives members of your Committee a chance to think about some of the key issues of good governance and how they relate to their role within the TMO – it complements the Healthchecker and is not meant as an alternative.











Some groups have used the Members Quiz as a way of getting Committee members to think about good governance issues in advance of undertaking self-assessment against the Healthcheck standards as part of a group.



Module	Theme	Standards (abbreviated version)
<b>1. We are in-touch</b>	<b>Good at communicating</b>	<ul style="list-style-type: none"> <li>We communicate regularly and effectively with residents</li> <li>We ensure that <i>all</i> residents are kept informed</li> <li>Resident are clear about the services the TMO is responsible for providing</li> <li>We communicate and consult with staff on the plans and priorities of the TMO</li> </ul>
	<b>We consult and listen</b>	<ul style="list-style-type: none"> <li>We test residents satisfaction with the services we provide</li> <li>We consult when we are developing our plans</li> <li>We publicize how to complain and monitor and act on the complaints we receive</li> </ul>
	<b>Our membership is healthy and our community is involved</b>	<ul style="list-style-type: none"> <li>We have considered how the make up of our community relates to the work and governance of the TMO</li> <li>We have a good level of membership which is broadly representative of our community</li> <li>We do our best to get residents to join and get involved, including under-represented groups</li> <li>We offer training and support to encourage active involvement.</li> </ul>
<b>2. We are in control</b>	<b>We have well run and well attended meetings</b>	<ul style="list-style-type: none"> <li>Meetings finish on time - dealing with all required business</li> <li>Agendas, supporting paperwork and minutes are clear and accurate</li> <li>Our meetings encourage attendees to participate in discussion</li> <li>Our various TMO meetings are well attended and attract 'new faces'</li> </ul>
	<b>Constitution and the policies which oversee our governance</b>	<ul style="list-style-type: none"> <li>Members are aware of the TMO's Constitution and rules</li> <li>We have adopted a 'Code of Governance'</li> <li>We have an agreed 'Code of Conduct'</li> <li>We have agreed policies in relation to: confidentiality; conflicts of interest; gifts and hospitality, fraud</li> </ul>
	<b>Clear on our responsibilities and effective in our roles</b>	<ul style="list-style-type: none"> <li>We have clear roles and responsibilities for Committee members</li> <li>We assess our training needs to ensure we are effective in our roles</li> <li>We have an agreed training plan, based on the assessment of our training needs</li> </ul>
	<b>Business Planning, Priorities and Policies</b>	<ul style="list-style-type: none"> <li>We have an agreed business plan</li> <li>We understand the principles of equality and diversity and apply this to the work of the TMO</li> <li>We ensure that our agreed policies are generally followed</li> </ul>
<b>3. We are good at managing</b>	<b>Managing our staff</b>	<ul style="list-style-type: none"> <li>We appraise performance of our employees.</li> <li>Both the TMO Committee and our staff are aware of when Committee permission is required</li> <li>We have clear procedures for the recruitment of employees.</li> <li>We have clear grievance and disciplinary procedures relating to our staff.</li> </ul>
	<b>Financial Management</b>	<ul style="list-style-type: none"> <li>The Committee are involved in the setting of budgets</li> <li>The Committee receive clear reports relating to the TMO's finances</li> <li>We have agreed authorisation procedures relating to payments</li> <li>We have an agreed financial plan and provide value for money</li> <li>We have agreed procedures relating to how we purchase goods and services</li> </ul>
	<b>Performance and Risk Management</b>	<ul style="list-style-type: none"> <li>We have established service standards, performance indicators and targets</li> <li>We receive comprehensive performance monitoring reports</li> <li>We are aware of how well we perform compared to other organisations</li> <li>We report our performance to our residents</li> <li>We have agreed the ways that we identify, record and manage risks</li> <li>We understand and fulfil our responsibilities to assess and manage Health and Safety</li> </ul>

## 2. Carrying out a Good Governance Healthcheck

The Healthcheck standards are presented as statement against which the TMO is invited to assess itself. The self-assessment scores are based on a 1 to 10 rating as shown in the table below. The more the TMO agrees with the statement then the higher the score.

Self Assessment Scores									
The standard is not met		The standard is only partially met		The standard is mostly met but further action required		The standard is met with minor improvements still needed		The standard is fully met	
☹ 1	☹ 2	☹ 3	☹ 4	☹ 5	😊 6	😊 7	😊 8	😊 9	😊 10
									

Scores of between 1 and 4 are indicated by a red flag as they indicate that action (in varying degrees) is required to address the fact that the standard is largely unmet.

Scores of 5 and 6 are indicated by an amber flag as they indicate that the standard is mostly met. However, a score of 5 falls below the required standard.




Scores of between 7 and 10 indicate that the good governance standard is met – although areas for improvement may still be identified.

Self-assessment should be undertaken as a group activity. TMOs approach this in a number of ways. Some TMOs undertake self-assessment involving the entire Committee whilst others will establish a working group. However, it is important that the eventual scores and any action plans which arise from the self-assessment exercise are endorsed by the TMO Committee.

Most groups find it useful to have the support of a facilitator during the self-assessment exercise. A facilitator should be able to move discussion along and act as a critical friend – querying scores and assumptions made during self-assessment.

If you choose to use the excel spreadsheet version of the TMO healthchecker, colour coded flags and ‘smiley face’ indicators have been used to help groups identify areas of strength and weakness. That means where a higher score has been entered - indicating that the standard has been met - the standard will show a green flag. Likewise if the group enters a low score, the standard will show a red flag.

**Example: Self-assessment showing the ‘coloured flag’ indicators**

Good at communicating		
1	We communicate regularly , and effectively, with residents on the work of the TMO and on issues affecting our community.	 4
2	We have thought about the communication needs within our community and ensure that <u>all</u> residents are kept informed - including those with specific language requirements or sensory impairment.	 6
3	We ensure that estate resident are clear about the services the TMO is responsible for providing.	 8

### **Evaluation against the Healthcheck standards**

Generally, the TMO should enter a score which all members can agree upon. Inevitably, some members may feel that a particular area is stronger or weaker than other members. If after some discussion consensus cannot be reached then the majority opinion should prevail. However, a good facilitator should be able to get the group to agree a score that everyone is happy with.

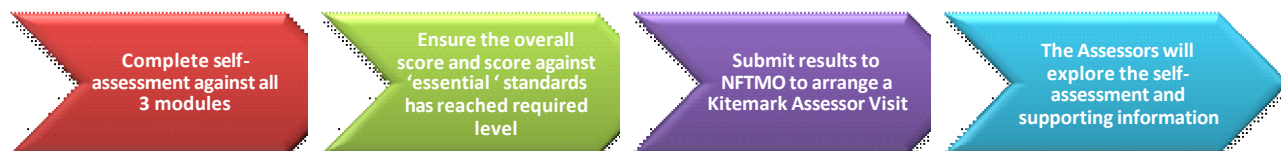
It is important to remember why you are undertaking the good governance healthchecker. Therefore, the score the TMO awards itself is only useful if the exercise helps you consider any areas of governance which need strengthening and the actions you need to take to improve.

In order to evaluate itself against the standard, the TMO should consider the good governance examples (shown in section 4 below). The examples provide additional information about the standard and will help the group evaluate if it fully meets the standard.

### 3. Applying for the NFTMO Good Governance Kitemark?

In order to apply for the Kitemark a TMO must first complete self-assessment against all 3 modules within the healthchecker. In addition, the TMO should be able to demonstrate that (based on its self-assessment scores) it has reached the required level of good governance to warrant a visit from the NFTMO’s Kitemark assessors.

*The following diagram illustrates the steps required to achieve the NFTMO Kitemark:*



#### Required Overall Score

The good governance healthchecker results page will show you how well you have done in each of the 3 modules of good governance. Generally, TMOs are expected to reach a minimum score of 60% once all the required standards have been assessed.

*Example: Results page showing the average overall score achieved*

Ref	Healthcheck Module	% of total available
A	We are in touch	67%
B	We are in Control	53%
C	We are good at managing	85%





















In the about example, this group has achieved above the minimum standard for two of the modules but below the required level for the ‘We are in Control’ module. The group would be expected to address any key areas of weakness in relation to this module before considering submitting a KiteMark application.

#### Essential Standards

In addition to achieving a minimum overall score, if a group wishes to apply for the Kitemark, it must also achieve a minimum score of 6 for those standards which have been designated as essential. There are 10 essential standards which can be identified within the self-assessment tables by the letter ‘e’.

The results page summarises your score against each of the 10 essential standards.

**Example: Results page showing the score achieved for the 10 essential standards**

Essential standards table				
Ref	Essential Standards		Score	
<b>A. We are in-touch</b>				
1	We communicate regularly , and effectively, with residents on the work of the TMO and on issues affecting our community.		6	
6	We consult the estate community when we are developing our plans and deciding our priorities and we report back on how well we have		7	
8	We understand the make-up of our community and have considered how this relates to the membership of the TMO and the services we		10	
<b>B. We are in control</b>				
1	We get through our meetings in good time - dealing with all required business.		5	
7	We have an agreed 'Code of Conduct' which committee members sign to acknowledge they have understood.		8	
9	We have clear roles and responsibilities for Committee members and Committee officers		7	
12	We have an agreed business plan setting out the objectives, plans and priorities of the TMO.		4	
<b>C. We are good at managing</b>				
1	We appraise performance of our employees and their areas for development and improvement.		10	
6	The Committee receive clear, accurate and well understood reports relating to the TMO's finances.		9	
10	In consultation with our residents, we have established service standards, performance indicators and targets.		5	

In the above example, whilst this group has achieved a number of high scores, in some areas it has yet to reach the minimum standard required by the KiteMark. Those indicators showing a smiley face have achieved the required level. The sad face indicator shows those standards where further work is needed to achieve the minimum standard for the KiteMark.

**The KiteMark Assessor’s on-site visit**

Once a group’s scores have reached the required minimum level – and that if necessary it can provide further evidence to support its scores – the self-assessment spreadsheet should be submitted to the NFTMO at [contact@nftmo.com](mailto:contact@nftmo.com). The NFTMO will review your submission and contact you to arrange a visit by the KiteMark Assessors. The visit is intended as a friendly review of your submission by trained assessors (usually a TMO Committee member and a TMO manager) and lasts for 2-3 hours. The assessors are likely to ask to see some of your records and policy documents as evidence of a sample of the scores the TMO has given itself in the self assessment exercise. They will also want to speak to a variety of people including board members and staff and may also want to speak to tenants who are not on the board.

**If you would like further information on Good Governance Kitemark contact:**

[contact@nftmo.com](mailto:contact@nftmo.com)

c/o Burrowes Street TMC, Resource Centre, Burrowes Street, Walsall WS2 8NN



## 4. Healthcheck Exemplars and Supporting Evidence

It is important to remember that the reason for doing the healthcheck is to improve and sustain the health of your TMO. That means the healthcheck should be used to identify any governance weaknesses or areas of improvement your group may have. Once any such issue has been identified, your group will need to decide what actions to take. This table gives you some examples of what might be regarded as evidence that your TMO meets each standard.

### Module 1: We are in-touch

Good at communicating			
Ref	Standards	Some Examples of Good Practice	Action Plan
1	We communicate regularly, and effectively, with residents on the work of the TMO and on issues affecting our community.	To meet the standard a TMO should issue regular newsletters. Newsletters should contain a range of news relating to the TMO's work and on issues affecting the community. The TMO should use notice boards, appropriately located in communal areas, which should be kept up to date. High scoring TMOs are likely to have an updated website, providing news and information relating to the estate.	<i>e.g We will publish our newsletter at least 3 times a year.</i>  <i>Eg We will make sure that our newsletter is made available on the website no later than one week after distribution. All important newsletter items to be added to the website 'latest news section.'</i>
2	We have thought about the communication needs within our community and ensure that <u>all</u> residents are kept informed - including those with specific language requirements or sensory impairment.	The TMO should show that it understands the language and communication requirements of estate residents, particularly groups and individuals who may have specific communication requirements. Arrangements should be in place to translate and/or interpret information as well as making information available in large print.	
3	We ensure that estate resident is clear about the services the TMO is responsible for providing.	The TMO should be able to show how it makes residents aware of the services it is responsible for providing (i.e. through the use of a 'welcome pack', newsletters, posters, website, etc). The TMO should also publicise those services providing by the landlord and/or other agencies and how residents can access these services.	

**Good at communicating**

Ref	Standards	Some Examples of Good Practice	Action Plan
4	We clearly communicate and consult with our staff regarding the plans and priorities of the TMO and relating to decisions taken by the Committee.	<p>The TMO should have adopted a policy relating to how it communicates and consults with staff including lead responsibilities within the Committee for employee liaison. Staff should be provided with minutes of Committee meetings and briefed at team meetings on key issues and decisions taken by the Committee.</p> <p>Staff should be able to demonstrate an awareness of the prioritise and plans of the TMO (i.e. such as those contained in the TMO's business plan) and should have been appropriately consulted staff in the development of such plans.</p>	

**We consult and listen**

Ref	Standards	Example	Action Plan
5	We test resident's satisfaction with the services we provide and we act on the feedback we receive.	<p>The TMO should test resident satisfaction with services it provides through (occasional) satisfaction surveys and routine use of customer feedback forms (i.e. following repairs, complaints, etc).</p> <p>The TMO should be able to show how the Committee has considered the satisfaction information and feedback it receives from residents and how it has acted to address issues raised.</p>	<p><i>e.g. Agree a target with the Board for the % of repairs satisfaction slips returned (currently approx 30%, suggested target to be a minimum of 50%).</i></p> <p><i>e.g. Offer an incentive for residents to complete and return satisfaction slips. Suggest £25 monthly draw for all residents returning slips.</i></p> <p><i>e.g. Board members to carry out a telephone survey (twice per year) of a sample of residents receiving services.</i></p>
6	We consult the estate community when we are developing our plans and deciding our priorities and we report back on how well we have	The TMO should consult residents when developing its business plan and/or annual priorities. Consultation could include questionnaire surveys, focus groups, etc but would normally include open meetings to discuss plans and allow	

We consult and listen			
Ref	Standards	Example	Action Plan
	done.	discussion. The TMO should also be able to demonstrate how it reports back to residents on the progress it has made meeting existing/previous plans and priorities.	
7	Residents are aware of how they can make a complaint and we monitor and act on the complaints we receive.	Residents should be made aware of how to make a complaint (usually through regular newsletter items, the tenant's handbook, posters, etc). The TMO Committee should receive periodic reports highlighting the nature of the complaints made and identifying any themes and issues arising from the complaints received. The TMO should monitor performance in relation to how it responds to complaints (including response times and satisfaction of complainants).	

Our membership is healthy and our community is involved			
Ref	Standards	Example	Action Plan
8	We understand the make-up of our community and have considered how this relates to the membership of the TMO and the services we provide.	The TMO should have a good understanding of the profile of the estate community, including areas such as tenancy, age, ethnicity, unemployment and benefit recipients, etc. The TMO should have up to date membership records should have assessed its membership to ensure it is broadly representative of the estate community. The TMO should also be able to show how the profile of its community relates to the services provided by the TMO.	<i>e.g. Board to review and agree 'community profile' categories (for the purpose of monitoring)</i> <i>e.g. TMO members to be asked to complete a 'members profile' questionnaire. Board to be asked to agree a £50 prize for a prize draw for returned forms.</i>

**Our membership is healthy and our community is involved**

Ref	Standards	Example	Action Plan
9	We have a good level of membership which is broadly representative of our community.	<p>The majority of households on the estate should contain at least one TMO member and this membership should be spread evenly over the estate.</p> <p>Membership of the TMO should broadly reflect the profile of the estate community.</p>	
10	We do our best to get residents to join and get involved, including trying to get under-represented groups to be more involved.	<p>The TMO should be able to show how it supports and develops its members and estate residents to enable them to become involved in both the TMO and/or estate issues.</p> <p>The group should be able to demonstrate how it encourages residents to join the TMO and take an active interest in estate issues. This could be through: take-up campaigns; paying childcare allowances; setting by panels and sub-groups, etc open for non-committee members to join.</p> <p>Where a group is under-represented, the TMO should be able to show that it has discussed this issue and agreed ways of trying to address this.</p>	
13	We offer training and support to encourage active involvement.	<p>The TMO should be able to demonstrate that it offers training to its members (i.e. not just Committee members).</p> <p>The TMO should provide support to those wishing to get involved, including the use of allowances/arrangements for childcare, escorting selected residents to and from meetings, etc.</p>	

## Module 2: We are in control

We have well run and well attended meetings			
Ref	Standards	Example	Action Plan
1	We get through our meetings in good time - dealing with all required business.	The frequency of TMO meetings should not be deemed generally excessive by Committee members and required Committee business should be dealt with within the designated finishing time.	<i>e.g. Board members to be sent the Members Quiz. The results of the Members Quiz will be discussed at a Board meeting to identify potential issues and areas for improvement.</i>
2	Agendas, supporting paperwork and minutes are clear and accurate and are sent out in advance of meetings.	Notification and agendas for meetings should be sent out in good time (reflecting the requirements of the TMO's rules). Where appropriate, supporting paperwork and/or reports should be provided in advance of the meeting in order to give Committee members sufficient time to read and consider the items on the agenda. Follow-up actions and decisions taken at meetings should be accurate and recorded in appropriate detail.	
3	Our meetings are well run, informative and encourage attendees to participate in discussion.	TMO meetings should be well chaired with order being maintained and those making contributions generally sticking to the point under discussion. Discussion at meetings should generally involve a range of Committee members and members should be encouraged to contribute.	
4	Our various TMO meetings are well attended and attract 'new faces'.	The TMO should be able to demonstrate that its meetings are quorate.. Elected committee members should regularly attend meetings and the TMO should keep a record of attendance. Open meetings should be well advertised and aim to attract new or infrequent attendees.	

### Constitution and the policies which oversee our governance

Ref	Standards	Example	Action Plan
5	Committee members are aware of the TMO's Constitution and the key rules relating to matters such as membership, quoracy, terms of office, etc.	Committee members (not only the Committee Officers) should have access to a copy of the TMO's Rules and be able to demonstrate an understanding of key rules relating to such matters as: terms of office; membership, quoracy, etc.	<i>e.g. Prepare a sheet summarising the key features of the TMO's rules - to be included in the New Members Pack.</i>
6	We have adopted a 'Code of Governance' which is understood and applied by our Committee.	The TMO should have adopted a 'Code of Governance' and Committee members should be aware of the Code and how it impacts on their role on the Committee.  New members of the Committee should be trained/inducted on the key features of the 'Code of Governance' and how it relates to the work of the TMO.	
7	We have an agreed 'Code of Conduct' which committee members sign to acknowledge they have understood.	The TMO should have adopted a 'Code of Conduct' (which may be part of the wider 'Code of Governance') which sets out the standards of conduct expected of Committee members (i.e. behaviour at meetings, how committee members should communicate with staff, etc). Committee members should have received and signed an acknowledgement form showing their understanding of the Code of Conduct.	
8	We have agreed policies in relation to: confidentially; conflicts of interest; gifts and hospitality, fraud.	The TMO should have agreed policies in relation to: confidentially; conflicts of interest; gifts and hospitality, fraud.  Such policies should be reviewed periodically at agreed intervals.  Lead responsibilities in relation to review and compliance with these policies should be clearly set out and understood.  Committee members should be aware of these policies and their application in the work of the TMO.	

### Clear on our responsibilities and effective in our roles

Ref	Standards	Example	Action Plan
9	We have clear roles and responsibilities for Committee members and Committee officers	<p>Committee members should have a good understanding of their role/s and responsibilities on the Committee. The responsibilities of Committee members could be set out in the form of a 'job description'.</p> <p>Committee officers (usually, Chair, Secretary and Treasurer) should have clear job descriptions detailing their responsibilities and role.</p>	
10	We assess our training needs to ensure we are effective in these roles.	The TMO should carry out an annual training needs assessment. This exercise should include existing Committee members as well as new members to the Committee.	
11	We have an agreed training plan, based on the assessment of our training needs.	<p>In addition to identifying ad hoc training opportunities, the TMO should have an agreed annual training plan - linked to some form of training needs analysis – showing the TMO's training priorities for the year.</p> <p>In a high scoring TMO Individual committee members will be able to outline their key training objectives and the training priorities for themselves and the group.</p>	

### Business Planning, Priorities and Policies

Ref	Standards	Example	Action Plan
12	We have an agreed business plan setting out the objectives, plans and priorities of the TMO.	<p>The TMO should have a current business plan which clearly states the objectives and priorities of the TMO and the actions the TMO will take to implement its business plan.</p> <p>Committee members should have been involved in developing the business plan and be able to demonstrate an understanding of its contents.</p>	<p><i>e.g. Need to set up a Business Plan working group to start reviewing the current plan.</i></p> <p><i>e.g. Report to the next Board meeting on progress made against the Business Plan 'action plan'.</i></p>

Business Planning, Priorities and Policies			
Ref	Standards	Example	Action Plan
13	TMO Committee members understand the principles of equality and diversity and apply this to decision-making and the general work of the TMO.	TMO Committee members should be able to demonstrate an understanding the principles of equality and diversity and how these apply to the work of the TMO. This should relate to issues such as: membership and involvement; services provided by the TMO; recruitment, etc.	
14	We ensure that our agreed policies (including those which relate to our housing services) are generally followed.	The TMO should have an appropriate set of up to date policies and procedures covering governance and services and be able to demonstrate how it ensures its agreed policies are complied with. Committee members should be broadly aware of the TMO's policy framework and responsibilities for reviewing and compliance checking. So, for example, the TMO could show how some sample decisions have been taken with reference to the relevant policy.	<i>e.g. Issue Board members with a summary document showing the range of policies agreed by the TMO - showing the date that each policy is due for review.</i>

### Module 3: We are good at managing

Managing our staff			
Ref	Standards	Example	Action Plan
1	We appraise performance of our employees and their areas for development and improvement.	The TMO should ensure arrangements are in place for all staff to be appraised at regular intervals. The TMO should monitor compliance with its agreed standard for appraisal. Appropriate arrangements for the appraisal of the TMO manager should be in place.	<i>e.g. The current agreed procedure/target is for all staff to receive an appraisal every 12 months. Recommend to the Board that this is changed to every 6 months.</i>



Managing our staff			
Ref	Standards	Example	Action Plan
2	Both the TMO Committee and our staff are aware of the circumstances when Committee permission is required before action can be taken by staff.	The TMO should have clear guidance showing the authority levels it delegates to staff, including areas such as staffing (recruitment and dismissal), spending levels and procurement, service provision, partnership working and liaison with external agencies.	
3	We have clear procedures - which we follow - for the recruitment and selection of employees.	The TMO should have agreed clear procedures for the recruitment of new personnel and should monitor compliance with such procedure.	
4	We have clear grievance and disciplinary procedures relating to our staff.	The TMO's staffing policies and procedures should show how TMO employees can register grievances and the circumstances and procedure for disciplinary action to be undertaken.	

Financial Management			
Ref	Standards	Example	Action Plan
5	The Committee are involved in the setting of the TMO's budgets.	All Committee members should be involved in the setting and approval of the TMO's annual budget. The make-up of the budget and the key items included under the budget heads should be explained and understood.	<i>e.g. Board members to be sent the Members Quiz. The results of the Members Quiz will be discussed at a Board meeting to identify potential issues and areas for improvement.</i>
6	The Committee receive clear, accurate and well understood reports relating to the TMO's finances.	Budget outturn reports should be provided – in writing – at least quarterly and show how income and expenditure assumptions compare to actual expenditure, with under spends and over spends identified. Financial reports summarising key areas of expenditure in the period and the risks and assumptions in relation to income and expenditure projections compared to the budget are clearly presented to the TMO Board.	

Financial Management			
Ref	Standards	Example	Action Plan
7	We have agreed authorisation procedures relating to payments including Committee expenses.	The TMO should have clear payment authorisation limits (i.e. showing the approvals necessary for set levels and types of spending) and it should monitor expenditure to ensure the correct authorisation procedures have been followed.	
8	We have an agreed financial plan and have assessed the efficiency of our organisation to ensure we provide value for money.	The TMO should have a multi-year budget (usually spanning a minimum of 3 years) showing the longer term financial viability of the TMO. The multi-year budget should incorporate income and expenditure projections and an estimate of the anticipated surplus/deficit for each of the years covered by the plan.	
9	We have agreed procedures - which we follow - relating to how we purchase goods and services.	To meet the standard (score a minimum of 6) a TMO should have an agreed procurement policy which sets out how the TMO will buy in goods and services. Such policies should show what point the TMO may be required to tender work and the procedures which need to be followed.	

Performance and Risk Management			
Ref	Standards	Example	Action Plan
10	In consultation with our residents, we have established service standards, performance indicators and targets.	The TMO should consult with estate residents on the setting of service standards, and will agree how services will be monitored and performance targets (covering the services provided by the TMO).	<i>e.g. Need to review the service standards for lifts and cleaning of communal areas. Set up a residents focus group to provide feedback on services and residents priorities. e.g. Publish standards in the newsletter (one standard per issue) and ensure the complete set are available on the TMO website..</i>

## Performance and Risk Management

Ref	Standards	Example	Action Plan
11	We receive clear, accurate and comprehensive performance monitoring reports which are appropriately scrutinised by the Committee.	The TMO's Committee should be involved in agreeing the suite of performance indicators it monitors. These indicators should cover the range of services provided by the TMO and clearly indicate how the TMO is performing against its agreed targets. Performance reports should be submitted for Committee scrutiny at appropriate and agreed intervals. The TMO should identify areas of performance weakness and agree remedial actions as appropriate.	
12	We are aware of how well we perform compared to other organisations.	In setting targets for key areas of performance, the TMO Committee should be aware of how the TMO's performance compares to other organisations. For example, by comparison with the landlord's performance or by comparison with other TMOs.	
13	We report our performance to our residents - showing how well we have done in achieving our targets and against our plans.	The TMO should report up to date, clear and accurate performance information to residents (i.e. through the newsletter, posters, etc). Residents should also be updated from time to time on the progress the TMO is making towards achieving its plans.	
14	We have agreed the ways that we identify record and manage risks.	The TMO should have an agreed policy in relation to risk management, clearly identifying lead responsibilities and how risks will be identified, assessed and reported. The TMO should be able to demonstrate how members have been alerted to risk issues and how such risks have been managed.	
15	We understand and fulfil our responsibilities to assess and manage Health and Safety.	The TMO should have agreed policy and procedures (which include lead responsibilities) in relation to Health and Safety. The TMO should be able to evidence it has undertaken appropriate assessment of Health and Safety and that TMO Committee members have agreed remedial actions to any significant issues identified.	

## 5. The Members Quiz

The Member's Quiz provides an additional tool to help your members think about the key areas of governance covered within the three modules. The Members Quiz is not intended as an alternative to the healthcheck self-assessment exercise. As such, the Member's Quiz is not a formal part of the Kitemark assessment, but rather an exercise for the TMO to use to generate discussion on key issues of governance.

The Members Quiz is laid out in a similar format to the self-assessment standards. It comprises of a series of questions, aimed at individual Committee members (i.e. it is not intended as a group self-assessment exercise).

The important thing is that members get a chance to think about these areas of governance. It could be that when the TMO discusses the exercise, it doesn't ask for everyone's scores, but instead, asks for any ideas on areas for improvement.

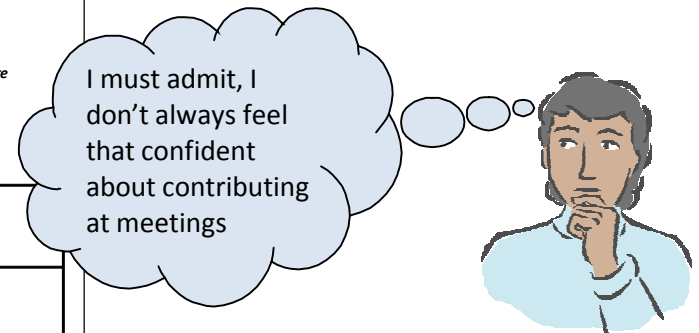
### What's my score?

Each of the Member's Quiz questions requires a score to be entered between 1 and 10. A score of 1 would mean you totally disagree with the statement and 10 would mean you totally agree. After each set of questions, the Member's Quiz shows how well you have done.

### Example

In the following example, the committee member is asked to reflect on how confident they feel contributing at meetings. Because this member does not feel confident a low score will be entered. More importantly, questions like this can be used to address areas requiring improvement, either by the member themselves or by the group as a whole.

A <b>We have well run and well attended meetings.</b>		<i>I totally disagree.....I partly agree.....I fully agree . Your score</i>	
I am confident contributing to meetings.		1 2 3 4 5 6 7 8 9 10	
I always prepare for meetings by reading the agenda and background papers in good time before each meeting.		1 2 3 4 5 6 7 8 9 10	
I always read the minutes of meetings and raise points of note when I feel it is appropriate.		1 2 3 4 5 6 7 8 9 10	
<b>Total for this section</b>			<b>0</b>



Appendix 1: Members Quiz

# We are in-touch

## A Good at communicating

I talk to estate residents about issues on the estate and the work of the TMO.
I am aware of the various communication needs on the estate and how this impacts on the work of the TMO.
I talk to our staff about the work of the TMO.

*I totally disagree.....I partly agree.....I fully agree . Your score*

1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	

**Total for this section**

0
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## B We consult and listen

I am aware of how satisfied residents are with the TMO's services.
I feel that we consult residents appropriately on issues affecting their homes and the estate.
I am aware of the views and opinions of residents and take these into account when making decisions.

*I totally disagree.....I partly agree.....I fully agree . Your score*

1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	

**Total for this section**

0
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**C Our membership is healthy and our community is involved**

*I totally disagree.....I partly agree.....I fully agree . Your score*

I am aware of the make-up of our community and have thought about how we could make our membership base more representative.
I actively encourage estate residents to become involved in the TMO.
I have considered the needs of under-represented groups and how they can become more involved.

1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	

**Total for this section**

0
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**Grand Total**

0
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**How did you do?**

A score of between 70 to 90 indicates that you seem to be well informed and involved in this aspect of the TMO’s work. Use the Health Check process to check that other committee members feel equally in touch with things. If this is one of your special areas of responsibility it may be fine for you to score higher but make sure that the TMO is not relying on you too much. For example could things carry on smoothly if you were absent for a long period through illness?

A score of between 45 and 69 suggests that as a Committee member you could be better informed and involved in this aspect of the TMO’s work. Look at your scores to see where changes may be needed. Use the Health Check process to explore how the TMO can help you to become better informed and involved in those ‘weaker’ areas. Find out if other committee members score low on similar questions as there may action that the TMO needs to take.

If you scored less than 45, this indicates that changes may be needed in order for you to be a more effective Committee member. Use the Health Check process to look at how the TMO can help you to become better informed and involved in this topic area. Find out if other committee members feel the same as you do because there may be a wider problem that the TMO needs to address.

# We are in control

## A We have well run and well attended meetings

I am confident contributing to meetings.
I always prepare for meetings by reading the agenda and background papers in good time before each meeting.
I always read the minutes of meetings and raise points of note when I feel it is appropriate.

*I totally disagree.....I partly agree.....I fully agree . Your score*

1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	

**Total for this section**

0
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## B Constitution and the policies which oversee our governance

I am aware of the TMO's Rules/Constitution and how they generally apply to the work of the TMO.
I have signed and comply with the TMO's 'Code of Conduct'.
I am aware of the TMO's confidentiality policy and I am confident that I always apply it to my work as a Committee member.

*I totally disagree.....I partly agree.....I fully agree . Your score*

1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	

**Total for this section**

0
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**C** Clear on our responsibilities and effective in our roles

I am aware of my responsibilities as a Committee member and in relation to any other position or role I have within the TMO.
I have thought about my training needs as a Committee member.
I know what training formats suit me best..

*I totally disagree.....I partly agree.....I fully agree . Your score*

1 2 3 4 5 6 7 8 9 10	
1 2 3 4 5 6 7 8 9 10	
1 2 3 4 5 6 7 8 9 10	

**Total for this section**

0
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**D** Business Planning, Priorities and Policies

I am aware of the TMO's objectives and priorities and the key parts of our business plan.
I am broadly aware of the TMO's policies and how the Committee ensures that these are complied with.
I understand the principles of equality and diversity and apply these to my work as a Committee member.

*I totally disagree.....I partly agree.....I fully agree . Your score*

1 2 3 4 5 6 7 8 9 10	
1 2 3 4 5 6 7 8 9 10	
1 2 3 4 5 6 7 8 9 10	

**Total for this section**

0
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**Grand Total**

0
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### How did you do?

A score of between 95 to 120 indicates that you seem to be well informed and involved in this aspect of the TMO's work. Use the Health Check process to check that other committee members feel equally in touch with things. If this is one of your special areas of responsibility it may be fine for you to score higher but make sure that the TMO is not relying on you too much. For example could things carry on smoothly if you were absent for a long period through illness?

A score of between 60 and 94 suggests that as a Committee member you could be better informed and involved in this aspect of the TMO's work. Look at your scores to see where changes may be needed. Use the Health Check process to explore how the TMO can help you to become better informed and involved in those 'weaker' areas. Find out if other committee members score low on similar questions as there may action that the TMO needs to take.

If you scored less than 60, this indicates that changes may be needed in order for you to be a more effective Committee member. Use the Health Check process to look at how the TMO can help you to become better informed and involved in this topic area. Find out if other committee members feel the same as you do because there may be a wider problem that the TMO needs to address.

## We are in the 'driving seat'

### A Managing our staff

I am aware of the type of decisions our staff are allowed to take without seeking the permission of the Committee.

I am aware of our targets and arrangements for appraising our staff.

I am aware of TMO's arrangements for communicating with and instructing staff, and how these apply to me.

*I totally disagree.....I partly agree.....I fully agree . Your score*

1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	

Total for this section

0

## B Financial Management

I understand the TMO's budget and I input into budget monitoring.
I receive and understand the TMO's financial reports.
I am aware of the amount the TMO has in its surplus fund and what our spending plans are.

*I totally disagree.....I partly agree.....I fully agree . Your score*

1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	

**Total for this section**

0

## C Performance and Risk Management

I am aware of the indicators we use to monitor the performance of our services and how well we are currently performing.
I understand the types of risks which the TMO may face and how we manage these risks.
I am aware of the TMO's duties and responsibilities to safeguard the Health and Safety of its staff.

*I totally disagree.....I partly agree.....I fully agree . Your score*

1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	

**Total for this section**

0

**How did you do?**

A score of between 70 to 90 indicates that you seem to be well informed and involved in this aspect of the TMO's work. Use the Health Check process to check that other committee members feel equally in touch with things. If this is one of your special areas of responsibility it may be fine for you to score higher but make sure that the TMO is not relying on you too much. For example could things carry on smoothly if you were absent for a long period through illness?

A score of between 45 and 69 suggests that as a Committee member you could be better informed and involved in this aspect of the TMO's work. Look at your scores to see where changes may be needed. Use the Health Check process to explore how the TMO can help you to become better informed and involved in those 'weaker' areas. Find out if other committee members score low on similar questions as there may action that the TMO needs to take.

If you scored less than 45, this indicates that changes may be needed in order for you to be a more effective Committee member. Use the Health Check process to look at how the TMO can help you to become better informed and involved in this topic area. Find out if other committee members feel the same as you do because there may be a wider problem that the TMO needs to address.