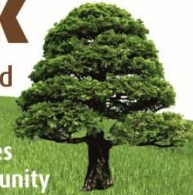


RouPELL Park

Resident Management Organisation Ltd

Working together to provide high quality homes
and create a fair, strong and sustainable community



ROUPELL PARK
RESIDENT MANAGEMENT ORGANISATION
Business Plan 2017 - 2020

| Revision Number | Reason for Revision | Date | Adopted by Board |
|-------------------|-----------------------------|---------------|------------------|
| Version 1 (draft) | Plan will expire | July 2016 | |
| Version 2 (draft) | Completion of further areas | October 2016 | |
| Version 3 (Draft) | Completion of further areas | December 2016 | |
| Version 4 (Draft) | Input of financial model | January 2017 | |
| Version 5 (Draft) | Input from client team | January 2017 | |

Registered Office:

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 Brockham Drive
 Roupell Park Estate
 London
 SW2 3RY

Office Opening hours:

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Roupell Park Resident Management Organisation Ltd is a not for profit Industrial and Provident Society registered in England and Wales Registration no. 28197R

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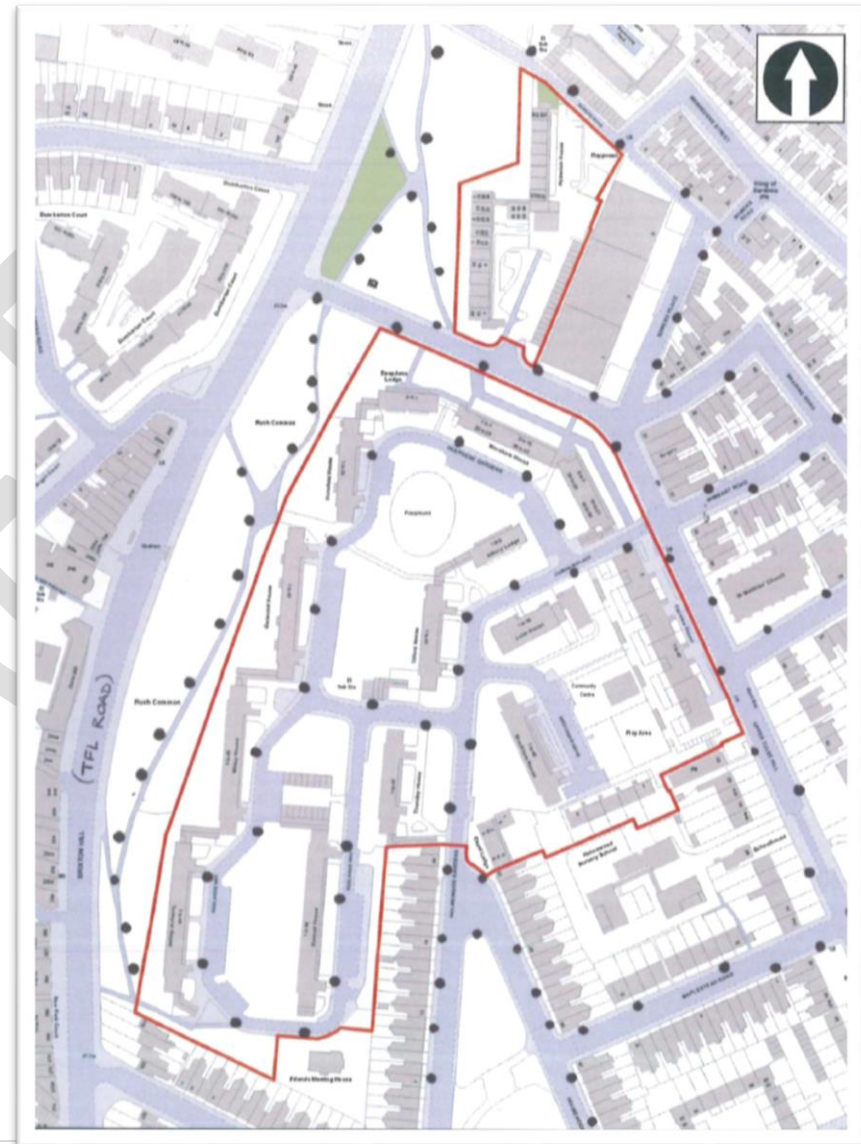
1. INTRODUCTION

RouPELL Park Resident Management Organisation (RPRMO) manages 573 homes (400 tenanted, 170 leasehold, 3 freehold). There are 15 blocks of flats (2 to 7 storey) centred round well maintained estate greens, a ball park area and children’s play areas. RouPELL Park estate is situated at the top of Brixton Hill in the London borough of Lambeth with excellent transport links to both Brixton and Streatham and onward to Central London. Its location also means that it has close ties to Tulse Hill. It does not therefore sit comfortably into any single neighbourhood community but rather has both the advantages and disadvantages of having links to several.

RPRMO was one of the first of 15 Tenant Management Organisations (TMO) in the borough and was set up under the Right to Manage Regulations in 1996.

This Business Plan was put together following consultation with local estate residents. It covers a three year period until March 2020 and sets out our Vision for our estate and community. It includes our plans for the future including how we will improve our estate and amenities and sets out how we will deliver on our key objectives.

It describes how RPRMO will work with local residents and our partners to improve not just homes and our estate but also the



quality of life for our community. As a community led organisation, this is very important to us and provides a central focus for all we do.

We hope you find our Business Plan informative. If you have any comments or questions, please

- Call our office on 020 7926 0214
- email to RoupellPark@lambeth.gov.uk
- Call into the office at Brockham Drive, Monday to Friday between 9am and 5pm.

If you would like a copy of this Business Plan in large print or another format, please let the office know or e-mail us on RoupellPark@lambeth.gov.uk

2. WHO WE ARE

RPRMO started life in 1995 as a registered Industrial and Provident Society and was the brainchild of a small number of residents who wanted to improve their homes and the local environment and to develop a real sense of community. We signed a management agreement with Lambeth Council in 1996 to enable us to provide a range of housing services to the Roupell Park Estate. We are a not for profit organisation which means that any money we have left at the end of the year, (we call it surplus) must be used for the benefit of our community.

RPRMO is a member owned organisation and has over 303 registered members representing 44% of estate households. Each member holds a share to the value of £1 which entitles them to participate in the decision making our processes and to stand for election to the Board but we deliver services equally to all of the residents of the estate regardless of whether they are members.

We are run by a management board which consists of residents who are elected at the Annual General Meeting and/or co-opted during the year. Councillors and council officers are also invited to attend our board meetings. All resident board members are volunteers who do not receive payment for their work on behalf of RPRMO.

MEET THE MANAGEMENT BOARD

The membership of our board is follows:

Mary Simpson – Chair

Marcia Jones - Secretary

Oni Idigu - Treasurer

Alex Ekumah

Molly Sinclair

Alieu Corneh,

Sandra Yamoah,

Tom Parker

Chris Weathers

Janet Nicholson

Alex Tsergas

Our chief officer is the Estate Director Simon Oelman who manages our staff team (see page xx).

ABOUT OUR COMMUNITY

With the largest geographic area of any inner London borough, more than a third of a million people live in Lambeth. This makes Lambeth the third largest London borough behind Newham and Wandsworth. Largely residential, Lambeth is one of the most densely populated places in the country, with 113 people living in each hectare of land, the fifth highest for population density in the country. It has a high turnover of population - about 10% of the population leaving and arriving each year. At the same time many Lambeth residents have lived in the borough for a long time. The average Council tenancy in Lambeth 15 years whilst on Roupell Park it is slightly lower at 14.6 years. Our longest running tenancy is 68 years.

Like most council estates in Lambeth, Roupell Park estate has a diverse tenure mix with 29% leaseholders and approximately 30% of these are non-residential i.e. they generally sublet their properties. The Estate sits in an area of relative affluence with neighbouring houses valued in excess of £750,000 and flats on the estate selling for in excess of £320,000. For this reason the estate is becoming popular with first time buyers who are purchasing existing leasehold properties and who are not able to afford homes in Brixton, which is experiencing a process of gentrification, but who want to enjoy the facilities and excellent communications that the area has to offer.

Benefit levels on the estate are relatively low in relation to other social housing schemes with only 56% of tenants currently claiming housing benefit. This compares with a Lambeth average of 63.9%. Whilst it is not possible at this stage to identify wider deprivation indices to the level of the estate, the census data shows that the super output area in which most of the estate sits is in the top 25% deprived areas in the country overall and top 16% level of unemployment. However this contrasts with eight areas within the borough which are in the top 10% highest areas of multiple deprivation.

Diversity

Lambeth is an extremely ethnically diverse borough which has the highest proportions in the country for residents who are Portuguese born, South American, mixed race white and black African, from multiple mixed ethnic backgrounds and from non-Caribbean and non-African black backgrounds

Roupell Park Estate also has a very diverse community with around 62% of tenants being from black and minority ethnic communities. 54% of the estate consider themselves to be black (45% for the Borough as a whole), 36% white (34%), with no other group on the estate amounting to more than 2% of the population. Of those who consider themselves to be black, 53% are Black Caribbean and 38% Black African. Of those considering themselves to be white 62% are white British with the largest other white group being Portuguese at 8%.

Of those estate tenants identifying themselves as having faith 74% are Christian. The next largest group 13% identify themselves as having no faith and 9% are Muslim. These figures are roughly in line with Lambeth as a whole. 17.5% of tenants consider themselves to have a disability or other vulnerability. This compares with only 8% for Lambeth as a whole.

Lambeth generally has a young age profile, 2011 Census data shows that older people make up a smaller proportion of the population with 6.7% of people aged 65-84 years compared to 7.6% for inner London. In Roupell Park, 18% of tenants are over retirement age, significantly higher than the Lambeth and London average. 65% of main tenants are female. 39% of tenants are between 25 and 44 and 41% between 45 and 64. This is lower than Lambeth as a whole.

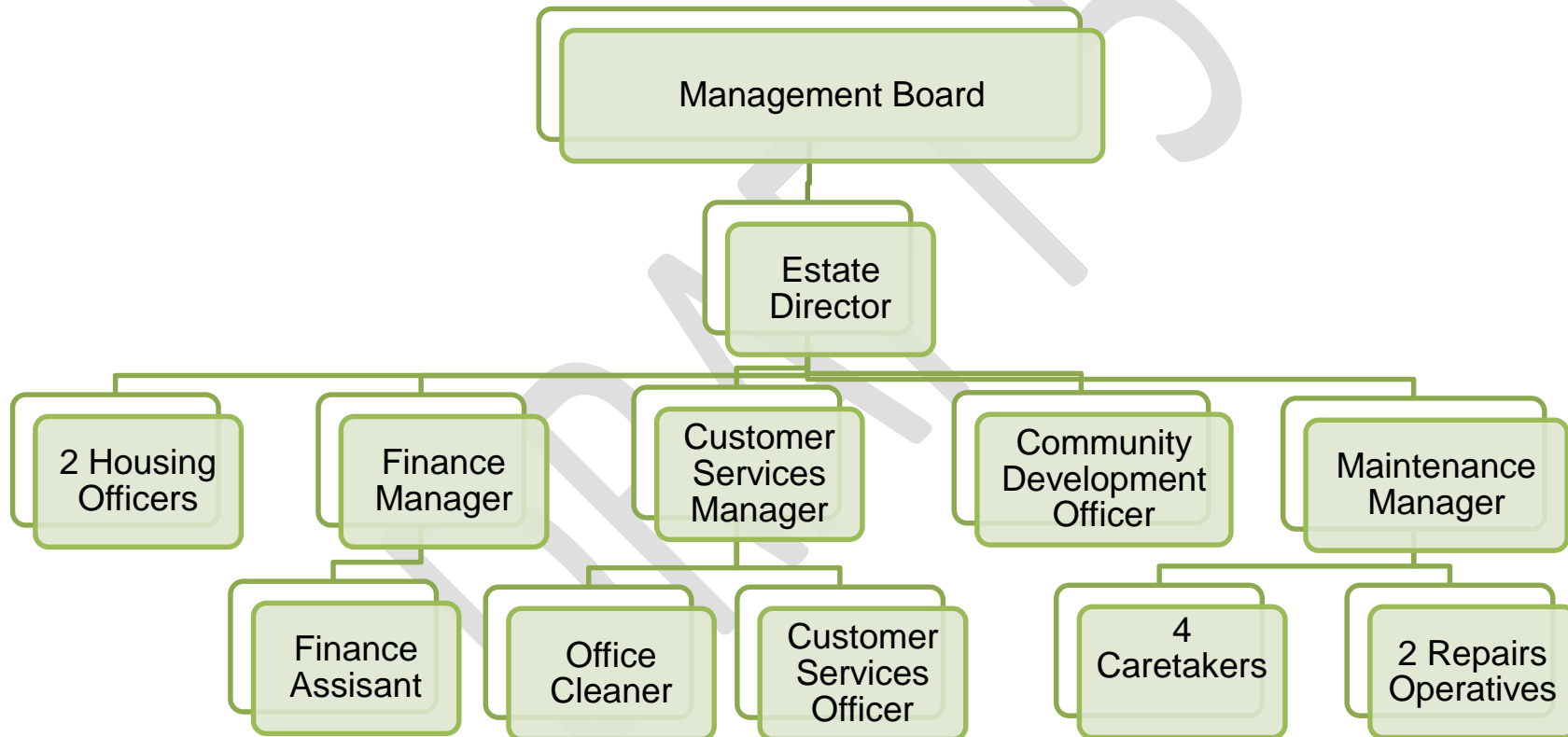
It should however be noted that these figures only relate to tenants and that only limited information is held on leaseholders or private tenants. However a survey of leaseholders undertaken in 2015 shows a markedly different profile in many areas. In particular it showed that 59% of leaseholders considered themselves to be white, 11% Black Caribbean and 17% of African origin. They are also on average younger than for the rest of the estate.

RouPELL Park is therefore has its own unique mix of ages and ethnic and racial groups. This gives the estate its own character and helps shape its relationship with the area in which it is set.

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OUR TEAM

We currently employ sixteen members of staff. Our organisational structure is as follows:



We also employ the services of contractors to provide the following services:

- Grounds maintenance;
- Parking enforcement;
- Gas servicing and repairs;
- Communal heating repairs;
- Specialist work that are not provided by our in house team such electrical repairs and welding;
- HR support and advice.

OUR SERVICES

We have entered into a management agreement with Lambeth Council which sets out the services that RPRMO provides. The agreement, which forms a legally binding contract, was reviewed and updated in 2014 using the December 2013 edition of the Right to Manage Modular Management Agreement and schedules. The agreement sets out those areas which are the responsibility of RPRMO to deliver and those delivered directly by the Council.

Our responsibilities under the terms of the management agreement are as follows:

Our Organisation

- Ensuring effective running of RPRMO including increasing membership, board membership and sustainability, accountability, and an effective split between strategic and operational activities;
- Consulting and involving residents through meetings, surveys, newsletters and events to ensure that the services we provide to you meet your needs;
- Managing the RPRMO's finances effectively and reporting to our membership, the Financial Conduct Authority, and Lambeth Council in accordance with the Management Agreement and legislation;
- Providing an estate based office;

- Maintaining an efficient, effective, motivated staff team;
- Effectively manage contractors employed by RPRMO and continually striving to achieve value for money;
- Effectively monitoring contractors employed by Lambeth Council and addressing your needs to the Council;
- Providing monitoring reports to the Council as required;
- Publishing an Annual Report to you on our performance across all areas;
- Working with other agencies and community groups to identify, address the needs of our community.

Our Services

- Providing responsive repairs and maintenance up to £5,000 per repair;
- Delivering communal heating repairs;
- Providing annual gas servicing as servicing and repairs;
- Providing an emergency service outside office hours:
- Pest control;
- Maintenance of CCTV systems;
- Maintaining the lifts:
- Maintaining the lights on your estate;
- Maintaining the door entry system for residents living in Capel Lodge, Fairview House, Hyperion House and Warnham House
- Helping to decorate the homes of our older tenants (at our discretion);
- Providing a cleaning service to the communal areas of your block and the estate;
- Maintaining the communal gardens and grounds;
- Removing graffiti;
- Removing bulk refuse like discard fridges and sofas;
- Managing the parking on your estate;
- Carrying out inspections to play areas and carrying out necessary repairs;

- Turning around empty tenanted properties where works to do so are less than £5,000;
- Identifying the need for major works and lobbying the Council to programme these works;
- Delivering estate improvements funded from our budget;
- Dealing with tenancy management issues including investigation into complaints of anti-social behaviour, unlawful occupancies, breach of tenancy or lease agreement, residents disputes, and taking legal action when appropriate;
- Dealing with succession claims;
- Processing mutual exchanges;
- Giving consents to residents for a range of issues from improvements to keeping pets;
- Arranging and processing on estate transfers for downsizing tenants;
- Monitoring tenants' rent payments and taking action when appropriate where tenants are in arrears;
- Managing tenants' rent arrears and taking legal action if appropriate;
- Assisting residents with benefit claims;
- Managing leaseholder service charge arrears and taking legal action if appropriate;
- Gaining entry for the eviction of tenants where a court order has been obtained;
- Accompanying prospective tenants on assisted viewings of vacant properties;
- Providing an initial meeting with the Estate Manager for all new tenants regarding advising on tenancy rights and responsibilities and RPRMO membership and participation and sign up of the tenancy agreements
- Settling in visits for new tenants;
- Tenancy audits;

The Council retains responsibility for:

- Maintenance, dry risers and lightning conductors;
- Asbestos removal;
- Setting the level of your rent;
- Leaseholder's service charge billing and collection;

- Maintaining the structure of the buildings;
- All repairs over £5,000;
- Programming, commissioning and undertaking major works including Lambeth Housing Standard works in consultation with RPRMO;
- Refuse collection;
- Tree maintenance.
- Maintaining the majority of roads and pavements on the estate and enforcing any parking restrictions

OUR PERFORMANCE

We closely monitor the services provided by our staff team and our contractors through monthly performance reports to the board.

We report to Lambeth Council on a set of pre-determined performance indicators on a quarterly basis. These include repairs, vacant properties, complaints and settling in visits. The table below sets out our cumulative performance over the 2015/16 financial year.

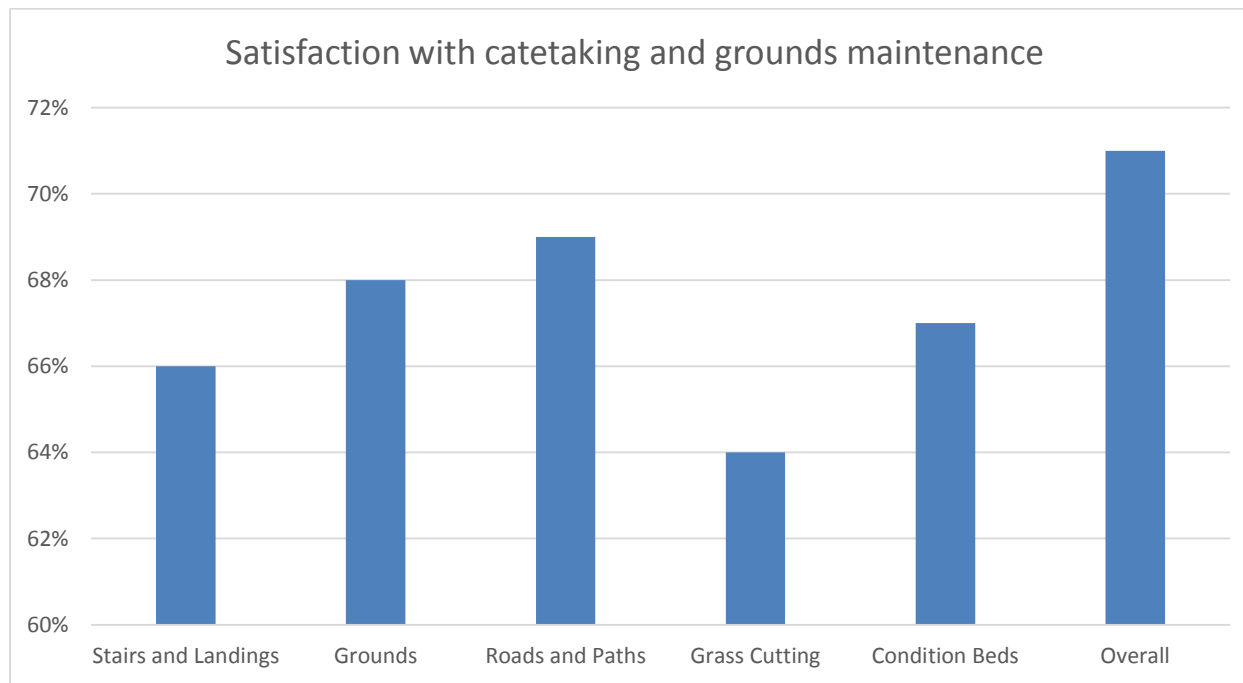
| Performance Indicator | Performance March 2014 | Target 2016 | Performance March 2016 |
|--|-------------------------------|--------------------|-------------------------------|
| Rent Collection Rate In-year | 100.2% | 99.5 | 99.6% |
| Service Charge Collection | 103.1% | 102% | 102% |
| All Repairs Completed on Time | 95.58% | 97% | 85.4% |
| Tenants Satisfied with Repairs | 100% | 95% | 100% |
| Gas servicing carried out within 12 months of the previous service | 100% | 100% | 100% |
| Average time to relet empty homes | 24.5 Days | 25 Days | 25.9 Days |

Resident Satisfaction Survey

We carried out a resident satisfaction survey in April and May of 2016. Everyone on the estate was sent a questionnaire and 64 people responded. Residents showed a good knowledge of our service standards and therefore what they were measuring performance against. The results were as follows:

Overview of satisfaction levels

- ▶ **85%** of our residents rated the experience of living on Roupell Park as good or very good
- ▶ **90%** of our residents would recommend Roupell Park as a place to live to a relative or a friend
- ▶ **81%** of residents knew Roupell Park was a TMO
- ▶ **78%** rated the experience of contacting the office either good or very good
- ▶ **63%** of respondents were satisfied overall with the quality of the repairs service with 13% dissatisfied. This is a reduced performance from our previous survey although analysis shows that this reflects the negative impact of the internal refurbishment work carried out by the Council.
- ▶ **74%** of all respondents knew who their caretaker was, down from 89%
- ▶ **71%** were satisfied with the quality of the cleaning and grounds maintenance service which is down from 76%. However this is likely to have been affected by the external works meaning that we were not able to maintain many areas and the effect of dust and dirt as a result of the works.
- ▶ **60%** of respondents who reported anti-social behaviour were satisfied with the way that their complaints was handled
- ▶ **58%** of respondents who made a complaint were dissatisfied with the way complaints were handled



Reports of Anti-Social Behaviour (ASB)

Respondents to the satisfaction survey indicated that 38% of residents said they had experienced anti-social behaviour during the last year and only 60% were satisfied with the way their report was dealt with although this was up from 44% in the previous survey. As with the previous year these figures do not tally with the number of reports received by us office which is much lower (5 formal complaints received). Despite the publishing of our service standards there therefore remains a huge disparity between what we are logging as a complaint of ASB as against resident perceptions. We are therefore looking at the way that we monitor

and log complaints of ASB to give us a more accurate picture of the actual level of complaints. Moreover, while ASB is a notoriously difficult management area to deal with and achieve a resolution, the 60% satisfaction level is not acceptable to the TMO board.

Complaints

It is healthy for an organisation to receive complaints provided they are dealt with promptly and to the satisfaction of the complainant. 16% of residents said they had made a complaint in the last year which again does not tally with the level of complaints logged at the TMO office. Some disparity is to be expected as residents sometimes consider that a report of a repair or service issues is a complaint when a first report is not treated as such. However 58% of residents were unhappy with the way their complaint was dealt with and this is not satisfactory. Again this is an area that the board intend to explore in more detail with the intention of identifying reasons for the disparity between the survey responses and the office experience and improving the satisfaction levels.

OUR ACHIEVEMENTS

Over the last year we have continued to work through the current business plan to ensure that we deliver against the targets that we set. We have also:

- Been awarded a good practice Kitemark by the National Federation of TMO's as part of our ambition to be recognised as a flagship TMO.
- Increased the organisations profile in Lambeth and nationally as part of our ambition to be recognised as a flagship TMO.
- Renewed our organisations rules so that they are ready for the next stage of our development.
- Recruited 3 new resident Board members.
- Undertaken appraisals of all our Board members and undertaken an extensive training programme so that they are able to fully exercise their roles.
- Enhanced joint working between staff and the Board to ensure that roles and responsibilities are properly understood.
- Produced new policies and procedures and service standards to cover all areas of service delivered by us to you.

- Changed our structure to ensure that we are best able to meet your needs
- Refurbished the reception area of our office to make it more welcoming for you to visit
- Enhancing staff performance through training, including sponsoring a staff member to do their professional qualification so that they can adapt to a rapidly changing environment and meet your needs to the highest standard
- Examined the way our maintenance service is delivered and the appointment of new contractors after a competitive procurement exercise.
- Successfully lobbied Lambeth to carry out a major repairs programme to the outside of your blocks.
- Lobbied Lambeth to carry out improvements to the Tilford boiler house leading to an end of estate wide heating and hot water failures.
- Implemented our caretaking improvement plan.
- Managed budgets to deliver surpluses to invest on the estate and to protect us from future possible reductions in income.
- Increasing our income from other sources including through partnership working.
- Reduced our level of rent arrears from over £100k to £66k
- Updated the organisations accounting systems allowing improved budgeting and control of spending.
- Extended our community development programme and development of wider strategy to deliver services through partnerships. The details of this are in a separate section in this report.
- Refurbished the community centre giving it a more flexible space and ensuring that it is used for community events, social events and private use.
- Developed our Website, extended our use to social media and produced regular high quality newsletters to improve our communications to our residents
- Begun the development of an innovative social impact model so that we can properly value the work that we do and demonstrate that we deliver excellent value for money.

THE OPERATIONAL ENVIRONMENT WE WORK IN

Government policy

Since the election of the Conservative Government in May 2015, there have been major changes which have impacted social housing and local government, in addition to those already implemented by the coalition government in 2010 which have a continued impact. Some of these changes also have implications to TMOs not just as managing agents but also as community champions. These include:

- The reduction in the revenue funding from central government to help balance the books and reduce public debt – since our allowances are calculated on the Council's expenditure on its social housing stock, any reductions by the landlord may have an impact on the level of our allowances
- The decision to reduce rents by 1% a year until 2020 and uncertainty about local authority finances after that. The detailed impact of this are assessed Section 4 'Managing our Finances' below
- Fixed Term Tenancies – new tenancies will only be for a maximum of 10 years and some will be shorter. This may lead to an increase in the turnover of the stock that we manage and when it does it will have an impact on the sustainability of our community
- New limits to who has rights to succeed tenancies. This will lead to an increase in the turnover of the stock that we manage
- The introduction of affordable rents for new build homes (up to 80% of market rents) – see section on "Homes for Lambeth" on page 22
- Local Authorities may have to sell high value Council property once it becomes available. This has however been delayed until April 2018 at the earliest and there is doubt as to whether it will happen at all.
- Increasing the emphasis on home ownership
- Widening the housing options to applicants of social housing to include private landlords as the solution to the shortage of housing we face in London – this may include private landlord owning stock on Roupell Park Estate.
- Rapidly increasing housing costs, both to buy and rent making it increasingly hard for young people to find their own homes.

- Less government regulation and more local scrutiny of housing services with a key role for tenants
- Welfare reforms including the size criteria which links the amount of housing benefit to the number of bedrooms a household is entitled to occupy. This may result in the tenant moving out into smaller accommodation if they are unable to pay for the extra room. Also the introduction of Universal Credit which will replace most benefits including housing benefit and will be paid directly to the claimant. This will place a greater emphasis on tenants managing their own finances effectively and taking more responsibility on their personal circumstances. This may lead to a high turnover if they do not make paying their rent a priority and they eventually make themselves homeless.

London Mayor

On the positive side the new London Mayor has committed to ensuring that all sites where housing is to be built will include 30% affordable housing. The Mayor has also committed to a series of other initiatives –

- Encouraging build to rent initiatives
- Looking critically at the Government Starter home initiative
- Introducing London affordable and living rents set at lower levels than the standard national affordable rent currently policy
- Developing affordable shared ownership
- Introducing tighter restrictions on Private Landlords to ensure that their property is affordable and in good condition.

Lambeth Council

Lambeth's population is projected to grow from 303,100 in 2011 to 357,000 in 2030 and is known throughout London for our creativity and diversity. The new arrivals join long-established communities that have shaped Lambeth, creating rich and vibrant cultural scenes. Lambeth is home to Kings College London, a World-Class university, and teaching hospitals, major arts and cultural institutions, and global businesses.

Housing and Tenant Management Organisations in Lambeth

Lambeth Council owns 34,047 homes, of which 23,447 are tenanted (70%) and 10,146 are leasehold (30%).

Out of the 34,047 homes owned by Lambeth Council, the management of 4,330 homes (13%) are delegated to Tenant Management Organisations (TMOs). There are 10 TMOs in Lambeth. Following the closure of the Council's Arm's Length Management Organisation, Lambeth Living in June 2015, the remaining housing stock not managed by TMOs are managed by the Council's in-house Lambeth Housing Management team.

Roupell Park RMO is the second largest TMO, after Loughborough EMB.

The scope of the management services delivered by TMOs is set out in a contract with LB Lambeth known as Management Agreements. These are managed by the LB Lambeth through the TMO Client Team and clarifies the roles of the TMO and Council in delivering housing management the services as is explained in the 'Our Services' section above.

Homes for Lambeth

Lambeth Council has set up a new company that will enable the Council to build more homes for local families. The aim is to build 1,000 extra homes for Council rent. With 21,000 people on the waiting list and with 1,300 families in severely overcrowded accommodation, the extra homes will help alleviate some of these pressures.

Roupell Park RMO income

Lambeth Council pay Roupell Park RMO an annual Management Allowance which help fund our services. The Management Allowance is funded through the Council's "Housing Revenue Account" ("HRA"). All monies paid by residents (rents and service charges) go into this account which can only be used to fund Council housing in the Lambeth. Council Tax is paid into the "General Fund" which is a separate account and pays for other Council services.

Since 2012, the HRA has been operating under a self-financing regime. The result of this saw the Council taking on a debt of £170 million but this still generates a balance of £10m a year to fund its capital investment programme.

All Lambeth tenants including those living on Roupell Park saw a 1% reduction to the amount of rent that they pay in April 2016 and those 1% reductions will continue until at least April 2019. This will lead to a shortfall of £28.4 million to the HRA and to manage

the shortfall, and to help maintain the £10 balance, savings options are currently being explored. Whilst it is not yet clear how this will affect Roupell Park it is likely that the level of Management Allowance paid to us will fall. This is dealt with in the section later in this on managing our finances.

The Council carried out a TMO allowance review in 2013/14 which was to last until the end of 2016/17. This gave TMOs some degree of certainty over their allowances for the period of the agreement with annual changes are linked to changes in the management fee paid to Lambeth Housing. The other variable in the allowances related to the leaseholder service charge element. If the TMO reduces the cost of leaseholder services such as communal repairs, cleaning, and ground maintenance, then the leaseholder service charges will reduce and as a result the leaseholder element of the allowances will be reduced. Similarly if these costs increase, the service charges and the leaseholder allowances will increase.

Following the expiry of the three year allowance agreement in 2016/17, the Council was due to carry out a review for 2017/18. However it was agreed to extend the allowance agreement to another financial year and the allowance review will not come into force until 2018/19. This means that the existing funding formula will remain in place which means that any changes to the allowances will not be applied until April 2018.

MAJOR WORKS

Lambeth Council has a five year programme to raise its housing stock so that it meets the Lambeth Housing Standard. This programme commits the Council to carry out improvements to bathrooms, kitchens, electrical, roof, window renewals and communal facilities. At a total cost of £490 million the programme is one of the highest nationally.

Roupell Park is currently benefitting from an extensive external renovation scheme which includes concrete repairs, roof replacement, replacement of balcony and walkway balustrades and surfaces, new windows and doors and redecoration of communal areas. This programme is due to complete in September 2017. It will then be very important that the newly refurbished estate is kept to the highest possible condition through ongoing maintenance and ensuring that caretaking and grounds maintenance is carried out to the highest standard.

The Council has also agreed to fund the replacement of the doors on a number of blocks on the estate.

During 2014 Lambeth undertook work to the inside of tenant's properties, primarily in relation to replacing kitchens, bathrooms and upgrading the wiring. Unfortunately the programme was not properly managed by Lambeth and a large number of defects have come to light that will require a lot of work to rectify. The Council have agreed a programme of making good these defects as well as agreeing to do works on any properties that were missed in the original programme.

The co-ordination of these various programmes will be crucial so that residents are not inconvenienced more than is absolutely necessary. It is therefore likely that only one programme of works will be carried out on each block at the same time and that the all works are unlikely to be completed before the end of 2017.

Staff from Roupell Park will be taking a leading role in ensuring that all he projects are delivered in a way that will most benefit the residents of Roupell Park so that the mistakes of the past are not repeated.

3. WHAT WE AIM TO ACHIEVE

OUR VISION

Working together to provide high quality homes and create a fair, strong and sustainable community

OUR MISSION AND PURPOSE

To provide top quality housing services and community amenities that address the priorities of the community and that meet the needs of residents.

OUR CORE VALUES

We have adopted the following **values** in order to reflect our commitment to providing the best possible services and empowering local people to be part of shaping these:

Excellence - Learning from our successes and our mistakes and striving to be the best at what we do to deliver an exceptional

service to our customers

Integrity - Being professional, open and honest in all our activities and delivering on our promises

Fairness - Treating our residents with respect and fairness showing consideration for their needs and celebrating their diversity

Community - Working together to build a cohesive community where volunteering is valued

Partnership – Working in collaboration with our community and partners to achieve shared goals

Innovation – Being ambitious for our community and trailblazing new approaches and new ideas that will deliver added value to our community

Financial prudence – Being sensible and careful when making judgements and decisions and avoiding unnecessary risk to our finances

OUR STRATEGIC OBJECTIVES

We have developed three overarching strategic objectives to help us achieve our vision. Under each objective, we have set out some sub headings together with a number of specific action points which will help us to achieve our objectives.

Strategic Objective 1: Delivering high quality homes and services

Create a clean, safe and welcoming environment with excellent facilities

- Work closely with Lambeth Council to ensure the completion of the external works programme to the satisfaction of residents.
- Work with Lambeth Council to ensure that the rectification works as a result of the internal refurbishment programme are completed to the satisfaction of residents and RPRMO.
- Work with Lambeth on options for commissioning of combined heat and power plant and to ensure this does not impact on the existing communal heating system
- Agree with residents the use of available surpluses for the period of the plan, In particular to assess the need for investment in improving the estate against protecting the organisations ongoing financial viability.
- Ensure communal TV system is fit for purpose.
- Monitoring of caretaking and grounds maintenance services to ensure that they continue to deliver high levels of customer satisfaction and in particular to ensure that the newly refurbished communal areas are maintained to the highest standard.
- Improve existing shrub and flower beds to improve overall look of estate as well as to promote bio – diversity and to create new beds where appropriate.
- Assess all available data to determine future investment needs for the estate in terms of possible elemental failure to ensure effective capital bids are submitted to the Council.
- Work with police and other agencies to deal with nuisance and antisocial behavior on the estate with a particular emphasis on dealing with the issues around street prostitution and rough sleeping.
- Increase level of lighting in communal areas to eradicate dark spots to reduce levels of crime and ASB.
- Review condition of football pitch and examine options for attracting funding to upgrade surface and lighting.
- Upgrade signage on estate.

Delivering excellent services that respond to the changing needs of residents

- Update all existing service standards to ensure they are fit for purpose.
- Increase number of services available on line
- Invest in staff training to ensure that they are able to deliver high quality services.
- Develop processes for residents to take greater control of the monitoring of services to improve levels of feedback and to enable residents to drive service improvements.
- Carry out biannual satisfaction survey.
- Improvement plans developed to address any areas where not meeting agreed standards in particular relating to the management of complaints and Anti-Social Behaviour.
- Offer services to leaseholders and vulnerable residents over and above our contractual obligations to improve the condition of their homes and residents quality of life.
- Carry out preventative maintenance when repairs operatives are present in people's homes.
- Target our resources to deliver a more effective planned maintenance service with a view to developing a 'MOT' style property maintenance function
- Review existing grounds maintenance contract to decide whether to extend by a further 2 years, retender the service or to carry out a full option appraisal on delivery including to ensure that it delivers against our green ambitions.

Creating a safe, green environment and reducing our carbon footprint

- Promote and facilitate increased levels of recycling.
- Investigate plans for enhancing estate shared spaces.
- Review gardening provision on estate with the aim of involving residents and improving the quality of planting.
- Increase biodiversity and wildlife through green space improvements.
- Engage community especially schools, children and young people in green projects including community growing space

and/or allotments.

- Work with Lambeth to increase the amount of solar energy generated on the estate.

Strategic Objective 2: Making our business stronger for the future

To make sure that our governance and staffing structure enables the successful operation of RPRMO

- Develop a Board sustainability policy supported by a user friendly pack to encourage interest in board membership.
- Ongoing review policies and procedures, identify gaps and draft new policies where needed and to respond to changes in legislation or best practice.
- Work to ensure Board and membership is representative of the community including targeted activity at underrepresented groups
- Carry out annual Board appraisals to assess training needs and skills gaps to provide enhanced learning opportunities.
- Carry out evaluation of Board's activities/performance/ decisions annually.
- Increase membership to 50% of eligible households.
- Increase the number of residents engaged in the consultation and involvement process. This will include -
 - Introductory meeting with new tenants
 - Membership pack
 - Door knocking campaigns
 - Involvement in topic based projects
 - Enhanced input into organising and running community events
 - Wider engagement in service planning and shaping the ongoing shape of the organisation
- Ongoing review of staffing structure to it is fit for purpose in relation to delivering service excellence within budgetary constraints

- Make sure up to date staff policies and procedures are in place including staff appraisals, supervision and pension provision.
- Training and development plan in place for all staff.
- Working to change the wider culture of residents to reinforce the rights and responsibilities of being part of the Roupell Park Community.
- Boost the national profile of RPRMO through attendance at regional and national conferences and events

Ensure RPRMO remains on a sound financial footing through effective financial management

- Ensure financial systems and procedures and are fit for purpose including finance IT system and regular financial reporting
- Increase amount in designated Contingency Reserve Fund to 25% of annual allowances through transfer from surplus and a proportion of savings year on year
- Consider ways of generating additional income by providing services to other TMOs/nearby Lambeth managed blocks, local housing providers
- Prepare for impact of Government plans in relation to Council funding and their impact on allowances through effective financial planning across the period of this plan and the funding agreement with the Council up to 2020.
- Explore options for future management and investment in Roupell Park including self-financing and stock transfer.
- Ensure resources are available to complete internal rectification works where these are not done as part of the wider programme to ensure that RPRMO do not bear the costs of future works.

Strategic Objective 3: Building a strong and cohesive community

An active and engaged community through improved communication and participation

- To maintain strong partnerships and build new ones with other service providers and organisations to deliver a programme which delivers a wider range of and better quality services and gives better value for money.
- Identify alternative sources of income through capital and revenue grants to enhance service delivery.

- Fully develop model for measuring Social Impact with aim to sell it to other providers in sector and to enhance the reputation of RPRMO nationally.
- Improve communications with residents and other stake holders through widening use of social media as well as improving information on website and production of regular newsletters distributed by email and by hand
- Establish an effective youth forum with direct access to the Board decision making process.
- Develop and deliver a programme to reduce levels of social exclusion for vulnerable people living on the estate
- Develop programme to support residents in a process of social inclusion including help in claiming benefits on line, making links to help people into employment and improved money management
- Empower and support all members of the community to deliver community events such as the fun day and annual coach trip.
- Maximise use of community centre.
- To increase child care provision and train our tenants to become child minders
- Continue to assess the success and Social Impact of existing activities and programmes, including the homework club and football and if necessary recommission services.
- Develop our social impact model to the wider operation of the organisation to help to demonstrate the ongoing value of tenant management and our principles of offering enhanced services.

MONITORING OUR PROGRESS

Our Business plan for 2014 to 2017 included an action plan so that we could measure our progress against the targets we had set. The outcome of that plan is included in this report at appendix D.

At Appendix E we have attached an action plan against which we will measure the progress of delivering this plan through to 2020 and which identifies specific tasks, to assist us to address each key objective, together with a lead person responsible for delivery and target date. This will be reviewed at least quarterly by the Board to ensure progress is being made and the action plan will be

updated as necessary. We will report on progress to our membership and residents through our website, newsletters, social media and a formal report will be presented to our Annual General Meeting.

WORKING FOR OUR RESIDENTS

Working for our residents is central to what we do and is the very reason that RPRMO exists. We want to create a community where volunteering and giving something back is seen as a positive step. Indeed it is one of our core values. To do this we understand that we must engage with residents on issues that are close to their hearts. These may be service or community driven or may relate to other issues impacting upon their day to day lives such as job skills or welfare reforms. It is our task to identify these issues and to make them relevant to the services and activities that we provide.

Our second strategic objective 'Building a strong and cohesive community' is intended to ensure that the board also concentrates their effort on our community objectives. We know that if we do not keep in touch with our residents we will lose our focus and will not be able to deliver the services that they want. This in turn means that we will lose their trust and support.

We understand communication is key to achieving this objective and we will find ways to engage with all sections our community from young to old, from different ethnic backgrounds and different religions, from those who work long hours to those who cannot work and we will therefore work hard to keep in touch with our residents through public meetings, newsletters and surveys. We will also make increasing use our website and social media s that we are able to reach as many of our residents as possible.

WORKING IN PARTNERSHIP TO DELIVER A STRONGER AND MORE COHESIVE COMMUNITY

Partnership working is key to what Roupell Park RMO do. It enables the best use of our time and resources, a sharing of roles and increases the chances of accessing external funding for our projects. This enables us to provide the best VFM in all the services we deliver. Through our partnership working we have attracted external funding streams such as SYCT, girls' sports £3,600 in 2016/17 and £2,500 for our summer programme via Lambeth council. All contributions are particularly valuable in a time of spending cuts.

What we value the most is that it benefits our residents and allows us to deliver richer and more diverse experiences and in particular we believe in working to deliver a demand led programme rather than us deciding what we should deliver.

After initially spending time identifying potential partners, we are very proud to have a list of more than 40 active partner organisation. This is a foundation for our thriving community development programme which we have today, with a wide range of activities available across all age groups.

We have forged links with a variety of partner organisations across all sectors:

- Other Third Sector organisations and charity organisations - , Millwall for All, CEF Lyncx, the Clapham Park Project, Treehouse Nursery, Holmewood Nursery Gardening Club, Tulse Hill Forum, The Prince's Trust, Blenheim Gardens TMO and Morley College
- The statutory Sector, Lambeth Council and The Safer Neighbourhood Policing team
- Long term contractors - Mears and Pinnacle
- Private sector organisations - Sainsbury's and JP Morgan
- Board members and other community volunteers

We have a very close partnership with Lambeth Council as a whole, and are carefully forging close links with Young Lambeth Co-op to be able to develop a youth forum (see the objectives part of this report). Our local ward Cllrs have also been actively involved in raising our community profile as well as acting on our behalf with the Council.

One of our key partners is the Treehouse Nursery Centre. As a result we now have a weekly 'stay and play' session which is run by resident volunteers, a weekly child-minders group and the Christmas event for the under-5s and under-5s activities at our Fun Day. And links with one partner can lead to links with others who introduced us to Morley College who are now delivering IT sessions for our elderly residents, as well as arts and crafts activities, all free of charge.

The fact that we are an independent TMO, and do not suffer from the complexities of a large organisation, allows us to forge our partner links in a more direct way, and apply innovation. For example, Mears, whilst delivering their two year external works programme, have volunteered to become our partners in our social isolation project and will target vulnerable residents. Additionally, our contractors have made monetary and raffle donations towards our community events.

We are now in the process of devising a unique formula in order to calculate the social return from our partnership working, by which we will be able to demonstrate the benefits of working with our partners in greater and more objective detail and demonstrate the VFM that each partnership brings to individual users and collectively as an organisation.

MANAGING OUR FINANCES

FINANCIAL PLANNING AND ASSUMPTIONS

We have included in this business plan our projections for the financial position of RPRMO for the next three years until March 2020.

This is likely to be the toughest financial test we have ever faced with our income reducing substantially from April 2018 until March 2020 and possibly beyond. Set out below is more detailed explanation of where our money comes from and the challenges that we face.

However since 2014 we have carefully managed our budgets so that we are in a strong financial position and have reduced our costs in a number of areas. We are therefore to some extent protected from the first round of cuts that will need to be made. It is however important that we do not use our reserves and surpluses to close any ongoing revenue gap and that we continue to generate surpluses, however small to fund improvements to the estate and to leave reserves in place in case of a major short term or one off financial crisis.

ALLOWANCES AND INCOME

The main source of income received by RPRMO is the management and maintenance allowance that we receive from Lambeth Council. The allowance we receive for 2017/18 will be £1,359,297. This is based on the calculation of allowances negotiated in 2014. The calculation is in accordance to the guidance from central government which stipulate that the allowances should be calculated according to Council's own level of expenditure on its social housing stock.

However a new allowance settlement will need to be agreed from April 2018. This will be based on the reduced rental income of 1% a year imposed on the Council by Central Government. This has already had an impact on the Council's services and will inevitably now affect us. It will also be based on any reduction in the expenditure by the landlord on its social housing stock.

Although the rent reduction is only 1% per year this equates to a real term cut of around 5% because of assumptions made about inflation and the impact of borrowing to fund the capital programme when calculating the original budget. Our primary assumption is therefore that our management allowance will reduce by 5% per year each year from 2018.

However it is possible that reductions in allowances may be greater than 5% or that other costs may also escalate. We have therefore also created financial projections showing a 10% fall in allowances.

We have also assumed falls in other income received to take into account the wider financial environment although we may seek other sources of income by selling our services to other organisations.

FINANCIAL PROJECTIONS

Projection 1

In our first projection set out in table 1 below we have assumed that there will be no increase in most costs due to inflation. However we have made some different assumptions for a number of the budgets that we manage.

- Allowances reduced by 5% from April 2018
- Salaries –we have assumed an annual pay increase of 1%.
- Gas Servicing – There is a contractual increase in the cost of the gas servicing contract. We have therefore assumed an annual increase of 2%
- Grounds Maintenance – we have the option to retender the existing contract in June 2017 although this can be deferred until 2019. We have therefore assumed an annual increase of 2% per year

- Repair Costs – the bulk of repairs are carried out by our DLO and costs are therefore largely predictable. However most large repairs are carried out by contractors. Given the volume of major works completed we have assumed a 5% reduction in repairs costs for 2017/18 and 2% thereafter
- Energy Costs – energy costs are very unpredictable. We have therefore assumed a 2% increase over the period of the plan.
- Lambeth Recharges increase by 1% a year
- Transfer £50,000 to designated reserves is £2017/18 which will achieve our 25% of allowances target in year 1.

TABLE 1

| Budget Headings | Budget | | Budget | | Budget | | Budget |
|------------------------------|------------------|--|------------------|--|------------------|--|------------------|
| | 2016/17 | | 2017/18 | | 2018/19 | | 2019/20 |
| | £ | | £ | | £ | | £ |
| INCOME | | | | | | | |
| M & M Allowances Lambeth | 1,285,096 | | 1,359,297 | | 1,291,332 | | 1,226,766 |
| Bank Interest | 1,850 | | 1,200 | | 1,200 | | 1,200 |
| T-Mobile - aerials | 15,500 | | 15,500 | | 15,500 | | 15,500 |
| Miscellaneous Income | 23,000 | | 18,000 | | 18,000 | | 18,000 |
| | | | | | | | |
| Total Budgeted Income | 1,325,446 | | 1,393,997 | | 1,326,032 | | 1,261,466 |
| | | | | | | | |
| EXPENDITURE | | | | | | | |
| Salary | 532,362 | | 537,686 | | 543,062 | | 548,493 |
| Response Repairs | 105,709 | | 100,424 | | 98,415 | | 96,447 |
| Gas Servicing | 50,000 | | 51,000 | | 52,020 | | 53,060 |
| Lambeth Recharges | 95,166 | | 96,118 | | 97,079 | | 98,050 |
| Grounds Maintenance | 18,360 | | 18,727 | | 19,102 | | 19,484 |
| Estate Improvements | 5,000 | | 5,000 | | 5,000 | | 5,000 |

| | | | | | | | |
|-----------------------------------|------------------|--|------------------|--|------------------|--|------------------|
| Communal Utilities | 250,000 | | 255,000 | | 260,100 | | 265,302 |
| Caretaking | 38,000 | | 38,000 | | 38,000 | | 38,000 |
| Legal Costs | 32,700 | | 32,700 | | 32,700 | | 32,700 |
| Audit Costs | 8,300 | | 8,300 | | 8,300 | | 8,300 |
| HR support | 5,100 | | 5,100 | | 5,100 | | 5,100 |
| H&S | 3,500 | | 3,500 | | 3,500 | | 3,500 |
| Office Costs | 68750 | | 68750 | | 68750 | | 68750 |
| Community Development | 51631 | | 51631 | | 51631 | | 51631 |
| Staff Training | 12000 | | 12000 | | 12000 | | 12000 |
| Committee | 18,650 | | 18,650 | | 18,650 | | 18,650 |
| Communications | 3,500 | | 3,500 | | 3,500 | | 3,500 |
| | | | | | | | |
| Total Budgeted Expenditure | 1,298,728 | | 1,306,085 | | 1,316,909 | | 1,327,967 |
| | | | | | | | |
| SURPLUS/(DEFICIT) | 26,718 | | 87,912 | | 9,123 | | (66,501) |
| | | | | | | | |
| Surplus Fund | 280,640 | | 318,552 | | 327,675 | | 327,675 |
| Designated Reserves | 262,745 | | 312,745 | | 312,745 | | 312,745 |
| | | | | | | | |
| Total Reserves | 543,385 | | 631,297 | | 640,420 | | 640,420 |

Projection 2

As set out above we need to plan in case our income is reduced further or our costs change more than expected. We have therefore made projections on a scenario where there is a mix of reduction in our allowances from April 2018 and changes in costs.

- Allowances fall by 10%
- Gas and Electricity bills increase by 5% per year
- Salaries frozen from April 2018
- Transferring only £13,000 in 2017/18 to designated reserves which allows us to reach our 25% of allowances target for 2019/20

TABLE 2

| Budget Headings | Budget | | Budget | | Budget | | Budget |
|------------------------------|------------------|--|------------------|--|------------------|--|------------------|
| | 2016/17 | | 2017/18 | | 2018/19 | | 2019/20 |
| | £ | | £ | | £ | | £ |
| INCOME | | | | | | | |
| M & M Allowances Lambeth | 1,285,096 | | 1,359,297 | | 1,223,367 | | 1,101,031 |
| Bank Interest | 1,850 | | 1,200 | | 1,200 | | 1,200 |
| T-Mobile - aerials | 15,500 | | 15,500 | | 15,500 | | 15,500 |
| Miscellaneous Income | 23,000 | | 18,000 | | 18,000 | | 18,000 |
| | | | | | | | |
| Total Budgeted Income | 1,325,446 | | 1,393,997 | | 1,258,067 | | 1,135,731 |
| | | | | | | | |
| EXPENDITURE | | | | | | | |
| Salary | 532,362 | | 537,686 | | 537,686 | | 537,686 |
| Response Repairs | 105,709 | | 100,424 | | 98,415 | | 96,447 |
| Gas Servicing | 50,000 | | 51,000 | | 52,020 | | 53,060 |
| Lambeth Recharges | 95,166 | | 96,118 | | 97,079 | | 98,050 |
| Grounds Maintenance | 18,360 | | 18,727 | | 19,102 | | 19,484 |
| Estate Improvements | 5,000 | | 5,000 | | 5,000 | | 5,000 |
| Communal Utilities | 250,000 | | 262,500 | | 275,625 | | 289,406 |
| Caretaking | 38,000 | | 38,000 | | 38,000 | | 38,000 |

| | | | | | | | |
|-----------------------------------|------------------|--|------------------|--|------------------|--|------------------|
| Legal Costs | 32,700 | | 32,700 | | 32,700 | | 32,700 |
| Audit Costs | 8,300 | | 8,300 | | 8,300 | | 8,300 |
| HR support | 5,100 | | 5,100 | | 5,100 | | 5,100 |
| H&S | 3,500 | | 3,500 | | 3,500 | | 3,500 |
| Office Costs | 68750 | | 68750 | | 68750 | | 68750 |
| Community Development | 51631 | | 51631 | | 51631 | | 51631 |
| Staff Training | 12000 | | 12000 | | 12000 | | 12000 |
| Committee | 18,650 | | 18,650 | | 18,650 | | 18,650 |
| Communications | 3,500 | | 3,500 | | 3,500 | | 3,500 |
| | | | | | | | |
| Total Budgeted Expenditure | 1,298,728 | | 1,313,585 | | 1,327,057 | | 1,341,263 |
| | | | | | | | |
| SURPLUS/(DEFICIT) | 26,718 | | 80,412 | | (68,990) | | (205,533) |
| | | | | | | | |
| Surplus Fund | 280,640 | | 311,052 | | 311,052 | | 311,052 |
| Designated Reserves | 262,745 | | 275,745 | | 275,745 | | 275,745 |
| | | | | | | | |
| Total Reserves | 543,385 | | 586,797 | | 586,797 | | 586,797 |

CLOSING THE GAP

We must produce a balanced budget and produce enough surpluses over the period of the plan to ensure that our designated reserves are 25% of allowances and if possible increase our surplus fund.

Our first projection shows that we will generate surpluses of £87,912 in 2017/18 and £9,123 2018/19. However we are projecting a deficit of £66,501 2019/20. During 2018/19 we will need to keep our budget under close review and it is likely that some cuts to

services would be required to ensure that there is allowance made for unforeseen costs. In 2019/20 we will however need to plan for substantial reductions in our budgets.

It is however planned to transfer £50,000 to designated reserves in £2017/18 which would allow us to meet our 25% target at the end of the plan.

However in the second projection whilst we will generate a surplus of £80,412 in 2017/18 we would face a revenue deficit of £68,990 in 2018/19 and £205,533 in 2019/20. We would therefore need to make substantial budget cuts simply to produce a balanced budget. To do this we will need to we will review all of our costs to make the necessary cuts in the budget.

By making the necessary transfers designated reserves in 2018/19 we will ensure that we however achieve our 25% target by the end of the plan.

The priority for cuts will be determined by the Board in consultation with residents.

DESIGNATED RESERVES

Roupell Park RMC recognises that things are never certain in life and that we need to make provision to cover one off challenges. Because of this we have established a designated reserve fund. The Business plan for 2014/17 set a target of this being at 25% of allowances with an annual transfer of £25,000 a year from surpluses.

In March 2016 reserves stood at £237,745 or 18.7% of allowances. The plan assumes that we will achieve our target of 25% by March 2020.

SURPLUS FUND

Each year we budget to make a surplus. Some of this is transferred into our designated reserves. The rest we transfer into our surplus fund. This is used to carry out improvements to the estate that we would otherwise not be able to do and to give residents a real say in the way we spend their money.

As part on the consultation on this plan residents were requested for their views on priorities for the use of reserves and these are included in the table 3 below.

Table 3 – Proposals for improvements paid for from the Surplus Fund subject to further consultation with residents

| | ITEM | APPROVAL | TIMESCALE | Cost |
|---|---|-------------------------|------------------|---|
| 1 | Make no spend from the surplus fund to protect from future financial risks | Subject to consultation | Ongoing | None |
| 2 | Enhancing the green areas on the estate | Subject to consultation | 2019 | Fixed sum can be allocated |
| 3 | Repairing parking bay areas including resurfacing and marking bays | Subject to consultation | 2018 | NA |
| 4 | Enhancing estate boundaries | Subject to consultation | 2020 | NA |
| 6 | Decorating areas of the blocks that have not been done as part of the major works | Subject to consultation | 2018 | Use of DLO will be maximised to reduce costs |
| 7 | Install additional CCTV | Subject to consultation | 2018 | Installation costs £7500 per camera plus £2000 per year |
| 8 | Upgrade lighting and surface to football pitch (subject to match funding) | Subject to consultation | 2019 | NA |

| | | | | |
|----|--|-------------------------|------|----|
| 10 | Repair and Improve paving to areas where RPRMO are responsible | Subject to consultation | 2018 | NA |
| 11 | Enhanced lighting to communal areas | Subject to consultation | 2019 | NA |

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5. MANAGING RISKS

We have identified the 14 highest risk areas to the ongoing development and effective operation of our TMO. In order to manage these risks, we have considered a number of controls we can put in place to mitigate these risks. We will continue to monitor our risk register to ensure that the board is prepared for the challenges ahead.

HIGH = high risk

MEDIUM= medium risk

LOW= low risk

| | Risk | Controls | Overall level of risk |
|----|--|---|-----------------------|
| 1. | Reduced allowances from Lambeth as a result of Government enforced rent reductions. | <ul style="list-style-type: none"> • Participation in negotiations with Council on allowance settlement. • Effective pre-planning for new allowance regime with modelling of potential reductions in income. • Seeking out alternative sources of income to offset reduced allowances • Development of new partnerships to deliver services in alternative ways • Sell services and expertise to other organisations • Look to expand size of organisation to deliver improved achieve greater economies of scale | HIGH |
| 2. | Failure of Lambeth to complete external capital programme to satisfaction of residents | <ul style="list-style-type: none"> • RPRMO staff are part of project delivery team • Close working relationships established with Lambeth Capital Team at Senior level • Regular Board monitoring to programme • Good operational links with contractor | MEDIUM |

| | | | |
|----|--|---|---------------|
| 3. | Failure to resolve defects resulting in failure of internal refurbishment programme, either in full or part | <ul style="list-style-type: none"> Engagement with senior Lambeth managers to monitor progress of negotiations with Wates Ongoing monitoring by Board Contact with elected members Ensure funding is in place from Lambeth to deal with any cases where rectification is not carried out as part of wider programme Recharge process in place to ensure all RPRMO expenditure is recovered | HIGH |
| 4. | Wider impact of Government policy on rate of right to buy, pay to stay, and short term tenancies. | <ul style="list-style-type: none"> Monitor right to buy applications to ensure office is aware of tenure change Carefully monitor rent changes as part of arrears management process Encourage tenants to engage with office when there are changes in circumstances Ensure length of tenancy is recorded and encourage wider community engagement. Pre-plan for potential changes in way residents engage with – impact of staffing | LOW |
| 6. | Impact of Universal credit and welfare reform on ability to collect rents. | <ul style="list-style-type: none"> Policy and procedures Working in partnership with Lambeth to identify UC cases Encourage recipients of UC to open credit Union ‘jam jar’ accounts Early intervention to encourage direct payments to be established Ongoing encouragement of bedroom tax cases to move to alternative accommodation Effective risk based arrears management | MEDIUM |
| 7. | Managing resident expectations at a time of cuts and therefore maintaining support for the ongoing existence | <ul style="list-style-type: none"> Use all existing communications (paper, website, social media and face to face) to ensure residents understand wider financial environment Use all existing communications (paper, website, social media and face to face) to ensure residents are aware of organisational successes Ensure savings are made with minimum impact on front line services | LOW |

| | | | |
|-----|--|--|---------------|
| | of the organisation through a continuation ballot. | <ul style="list-style-type: none"> • Use of community events to boost organisational profile and increase overall level of satisfaction • Use of surveys to monitor resident satisfaction | |
| 8. | Board is not sustainable in medium and long term. | <ul style="list-style-type: none"> • Increase wider level of engagement for all residents though door knocking and widening engagement methods • Enable training for all residents in Resident Participation and understanding of wider housing environment • Develop effective training programme for Board including training in officer skills for non-officers • Encourage residents to attend Board meetings as observers • Invite special interest groups such as youth reps to attend Board meetings | LOW |
| 9. | Failure of estate infrastructure such as water tanks and lifts combined with lack of available capital resources from Lambeth | <ul style="list-style-type: none"> • RRPMO monitor break downs and condition of key elements and raise concerns in advance • Referrals made under terms of MMA • Ensure components are included in wider programmes where possible | MEDIUM |
| 10. | Increase in level of ASB including street prostitution which cannot be effectively managed due to cuts in police and council services. | <ul style="list-style-type: none"> • Improved management of communal spaces to ensure that they cannot be used inappropriately • Continue to contact neighbourhood policing team • Encourage residents to call police on non-emergency number where they witness low level ASB • Follow ASB policy and procedures | LOW |

| | | | |
|-----|---|--|------------|
| | | <ul style="list-style-type: none"> • Take steps to mitigate low level ASB and neighbour nuisance through alternative interventions | |
| 11. | Loss of key staff with associated local knowledge and skills | <ul style="list-style-type: none"> • Ensure adequate training and policy and procedures in place • Proper record keeping on housing management and EDM systems • Delegation of roles and responsibilities to improve levels of cover • Effective staff management through appraisals and 121's • | LOW |
| 12. | Loss of volunteer giving local presence when office is closed and additional labour | <ul style="list-style-type: none"> • Review role of volunteer to ensure that they are involved appropriately • Look to expand volunteer base with a variety of roles | LOW |
| 13. | Not achieving Lambeth key performance indicators | <ul style="list-style-type: none"> • Put improvement plan in place promptly. • Review services. • Consider a hand back or working with a high performing TMO in that area. | LOW |
| 14. | Fraud and misappropriation of funds | <ul style="list-style-type: none"> • Ensure robust financial procedures, reporting and checks in place. • Bank reconciliations by treasurer/Finance and Audit Committee. • Double authorities for any online banking. • Clear division of responsibility • Procurement procedures agreed • Employment of efficient external auditors | LOW |

Appendices

A. Jargon buster

B. Summary of management agreement - Our responsibilities

C. SWOT - Strengths, Weaknesses, Opportunities and Threats analysis

D. Action plan 2014/17 Outcomes

E. Action plan 2017/20

Appendix A – Jargon Buster

Some readers may be new to some of the terms or abbreviations used in this document. Below, we have set out a short glossary which explains some of these terms and abbreviations.

| Term | Meaning |
|--------------------------------------|--|
| AGM | Annual General Meeting held each year to present the RPRMO's annual report, accounts and elect members of the Management Board for the next year. |
| KPI's | Key Performance Indicators – areas that our performance is measured on. |
| BME | Black and minority ethnic - this denotes people and communities who are black, Asian or from other ethnic communities |
| CDO | Community Development Officer |
| Decent Homes | A standard set by the Government requiring all social housing to be wind and weather tight, to meet minimum standards for housing set down in law, have reasonably modern kitchens and bathrooms (for tenants) and be in a good state of repair. |
| DLO | Direct Labour Organisation – the repairs staff that we employ directly |
| Housing Revenue Account (HRA) | The Council's ring fenced account which covers income and expenditure on council housing only. |

| | |
|---|--|
| Management Agreement | A binding legal agreement between the TMO and the landlord organisation (Lambeth Council) setting out the services that the Council has delegated to RPRMO. |
| Management Allowances | The money that the Council pays a TMO to provide the services delegated to the TMO which are set out in the management agreement. They should represent what it would cost the Council to provide the same services. |
| National Federation of Tenant Management Organisations (NFTMO) | An organisation which represents and advises tenant management organisations nationally. |
| Right to Manage Regulations | Regulations that were introduced by the then Government in 1994 that give tenants the right to manage housing services provided they follow the process laid down. The Regulations have since been updated in 2008 and most recently in 2012. |
| SWOT | An acronym for an exercise which assesses an organisation's S trengths, W eaknesses, O pportunities and T hreats. |
| Tenant Management Organisation (TMO) | An organisation set up under the Right to Manage Regulations by local tenants and residents to run an estate/area based housing service. A TMO is set up to run services for the benefit of its membership and is a not for profit organisation. The term TMO includes tenant management co-operatives and estate management boards. |
| VFM | Value for Money – not the cheapest but to ensure services have the right balance between cost, quality, outputs and satisfaction. |

Appendix B – Summary of the Management Agreement between RPRMC Ltd and Lambeth Council

MANAGEMENT AGREEMENT

Clauses in the Management – The option denotes level of responsibility with normally Option A representing that function stays with the Council and depending on the function option B (either TMO and council together or TMO function) or option C (TMO function) or Option D/E (where there is a range of options option D/E denotes maximum responsibility with TMO) . Many clauses are standard clauses.

| Chapter 1 General Provisions Clause no. | Option in MA |
|--|-----------------|
| 1 Parties to the Agreement – Lambeth Borough Council and RPRMC | RPRMC |
| 2 The Council and the Property – Links to a schedule which includes a list of properties and a map of the TMO managed area | Standard |
| 3 The Tenant Management Organisation – the type of legal entity that the TMO is – RPRMC is a registered Industrial and Provident Society | Standard |
| 4 Statement of Exercise of Management Functions under the Right To Manage | Standard |
| 5 Starting Date - same starting date for all services | 5A |

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| 6 The Tenant Management Organisation's Exercise of Management Functions | Standard |
| 7 Insurance – List of the TMO and the Council's insurance responsibilities | Standard |
| 8 Exclusion of Section 27(13) of The Housing Act 1985 and general Indemnity- TMO and Council indemnifies the other party for loss or damage as a result of error or failure on their part | Standard |
| 9 Confidentiality - TMO and council treats all information relating to tenants and leaseholders as strictly confidential and publish Code of Confidentiality | Standard |
| 10 Equal Opportunities TMO will publish as Equalities and diversity policy as a schedule to the management agreement | Standard |
| 11 Training – TMO will ensure its members, board members and staff have the necessary training to meet obligations set out in the management agreement | Standard |
| 12 Information to Tenants – TMO to provide residents with information about the workings of the TMO | Standard |
| 13 Conflicts of Interest – Board members and employees must declare all personal, private and business potential conflicts of interest and these should be entered in a register | Standard |
| 14 Right To Represent – TMO can act on a resident's behalf if that resident so wishes | Standard |
| 15 Council's Right of Access to Dwellings – Council has right of access to the property and dwellings | Standard |
| 16 Interpretation of this Agreement and General Provisions - About the numbering of clauses in the agreement | Standard |
| 17 Decision to Continue this Agreement - TMO must hold a vote to continue at each AGM and a secret ballot or anonymous questionnaire every 5 years | Standard |

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| 18 Variations to this Agreement – Sets out how the agreement can be varied | Standard |
| 19 Failure To Perform [Link to Chapter 7 and Chapter 8] Sets out the procedure of either party fails to perform and links to a Supervision Procedure set out in the schedules if there are serious failings on the TMO | Standard |
| 20 Ending this Agreement – Sets out how the management agreement can be ended by either the Council or the TMO | Standard |
| Chapter 2 Repairs and Maintenance | RPRMC |
| 1 Repairs TMO is responsible for responsive repairs as set out in schedule 1 Annex A | 1B |
| 2 Repairs Council is responsible for some repairs as set out in schedule 1 Annex B | 2B |
| 3 Failure to repair – Procedure if either party fails in its repairing duties as set out in the Agreement | Standard |
| 4 Major Works: Initiation by the Council – Council can draw up proposals for major works and must consult the TMO | Standard |
| 5 Requests for Major Works by the Tenant Management Organisation – TMO can request the Council to do major works | Standard |
| 6 Major works – Both the Council and/or the TMO may be responsible for major works | 6D |
| 7 Partnering contracts made by the council with third parties in respect of major works – TMO does not have right to take on major works of part of Council partnering contract | Standard |
| 8 Replacement repairs – Replacement of component parts and improvements is a Council responsibility | Standard |
| 9 Insurance - Council makes insurance claims - TMO carries out repairs of its responsibility | 9B |

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| 10 Estate Services - TMO responsible for services set out in schedule 6 | 10B |
| 11 Technical advice – Council must provide technical advice of requested | Standard |
| 12 Right to improve and leaseholder improvements – Liked to improvements policy set out in schedule for receiving and progressing requests for resident to carry put improvements | Standard |
| 13 Right to repair – Linked to schedule for processing right to repair claims | Standard |
| Chapter 3 Rents | RPRMC |
| 1 Confidentiality and procedures –TMO will treat all information as strictly confidential | Standard |
| 2 Rent collection- TMO administers collection of rent into Council’s bank account | 2B |
| 3 Arrears control – TMO manages all aspects of rent arrears | 3E |
| 4 Starting date arrears – TMO manages all rent arrears stating date of agreement | 4C |
| 5 Former tenant arrears - Council function | 5A |
| 6 HB payments- Not applicable | 6A |
| 7 Setting rent payable by tenants – Councils sets the total rent | Standard |
| 8 Notification of rent - Council function | 8A |
| 9 Payment of rent due - Not applicable | 9A |
| 10 Void allowance - Not applicable | 10A |

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| 11 Bad debt - Not applicable | 11A |
| 12 Void/rent waiver - Not applicable | 12A |
| Chapter 4 Service charges | RPRMC |
| 1 Confidentiality and procedures - TMO will treat all information as strictly confidential | Standard |
| 2 Information - TMO will keep accurate information to enable the Council to collect service charges | Standard |
| 3 Service charge and ground rents billing and collection - Council function | 3A |
| 4 Service charge and ground rent arrears – TMO manages arrears | 4B |
| 5 Consultation under S.20 of Landlord and Tenant Act 1985 Council function | 5A |
| 6 Supplementary provisions in relation to clause 5 Each party will provide information as required for the other party to fulfil its obligations | Standard |
| 7 Other provisions under Landlord and Tenant Act 1985 – Supplying regular statement of accounts to leaseholders - Council function | 7A |
| 8 Payment of service charges to the Council - Council function as Council collects service charges | 8A |
| 9 Financial incentives and penalties for TMO if collecting arrears | Standard |
| Chapter 5 Financial management | RPRMC |
| 1 Calculation and payment of allowances – Link to schedule setting out calculation | Standard |

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| 2 Payment of allowances - Council pays TMO allowance as set out in schedule | 2B |
| 3 Payment of expenses - TMO receives allowances from the council and pays its own expenses | 3B |
| 4 TMO's banking arrangements - TMO maintains bank accounts as it sees fit | 4B |
| 5 Financial control and accounting standards – Link to financial procedures set out in schedule. TMO must provide Council with budget, quarterly revenue report and annual accounts | Standard |
| 6 Financial year – Runs from April to March | Standard |
| 7 Restriction on investments – TMO must be able to access its funds with maximum 3 months' notice | Standard |
| 8 Reserve Funds - TMO must maintain a reserve fund | 8B |
| 9 Major works account Not applicable | 9A |
| 10 Financial report & surplus - TMO provides reports and creates surplus fund | 10B |
| 11 Loans to the TMO – Council can provide the TMO with a loan or must give written reasons for a refusal | Standard |
| 12 Interest of payments - Either party can charge interest on late payments | 12B |
| 13 Set off payments- Either party can deduct money owed from payments due | 13B |
| Chapter 6 Tenancy management | RPRMC |
| 1 Information to applicants and new tenants – Council must provide information about the TMO Link to procedure for TMO introductory meetings with new tenants | Standard |

- 2 Consultation between TMO and Council – Council must consult TMO before altering its allocation scheme and must consider TMO’s proposals
- 3 Selection of tenants – Local lettings policy for transfers (downsizing tenants), Council selects tenants for all other allocations
- 4 Transfers - TMO administers transfer applications
- 5 Intro tenants – TMO monitors Introductory Tenancies
- 6 Variations to tenancy - Council makes variations to the tenancy agreement
- 7 Breach of tenancy - TMO is authorised to end tenancies
- 8 Ending and renewing flexible tenancies - The Council makes decisions following discussion with the Tenant Management Organisation
- 9 Anti-social behaviour - TMO is authorised to deal with anti-social behaviour and harassment
- 10 Residents disputes - TMO is authorised to deal with disputes
- 11 Unlawful occupation - TMO takes action to terminate unlawful occupation
- 12 Void dwellings - TMO manages void dwellings
- 13 Right to exchange - TMO administers the Right to Exchange
- 14 Right to assign - Council administers the assignment
- 15 Applications to sublet - Council administers applications from tenants to sublet

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| Standard |
| 3D |
| 4B |
| 5C |
| 6A |
| 7C |
| 8B |
| 8B |
| 9B |
| 10C |
| 11B |
| 13B |
| 14B |
| 15B |

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| 16 Right of succession - Council administers the Right of Succession | 16B |
| 17 Giving consents – TMO and council have responsibility for giving consents to residents as set out in schedule | Standard |
| 18 Right to buy – TMO manages rent arrears Council consults TMO on RTB applications | 18B |
| 19 Enquiries before exchange of contracts - TMO responds to enquiries | 19B |
| 20 Use of the property TMO must get council’s written consent for modernises, improves any structure or builds any new structure. | Standard |
| Chapter 7 Staffing and relationship Council | RPRMC |
| 1 Transferring staff and protecting employment under TUPE regulations – not applicable - | Standard |
| 2 Employment of staff- TMO employs its own staff and recruitment policy and terms and conditions of employment are included in schedules | Standard |
| 3 Secondment of staff - not applicable | 3A |
| 4 Employment of contractors- TMO maintains its own approved contractor list | 4B |
| 5 Access to Council officers - Council must make sure TMO has access to council officers | Standard |
| 6 Liaison officers – Council nominates council officer to be liaison officer between council and TMO | Standard |
| 7 TMO Liaison committee – Council to set up a TMO Liaison committee where more than one TMO in the borough | Standard |
| 8 Council's nominee - Council does not have nomination rights to the board | 8A |

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| 9 Help to the TMO – Council must consider all requests for help form the TMO | Standard |
| 10 Service of notices – How and on who in the TMO or Council formal notices should be served | Standard |
| 11 Misdirected notices – How to deal with misdirected notices | Standard |
| 12 Notice of legal proceedings – Each party must inform the other of any legal proceedings | Standard |
| 13 Information to be provided - Each party must provide the other party with information it needs to comply with the Agreement | Standard |
| 14 Changes in management or ownership – Council must inform the TMO of any proposed changes at the earliest possible stage | Standard |
| 15 Statutory consultation- Council complies with statutory consultation requirements | 15A |
| 16 Non-statutory consultation – Either party can carry out consultation as it thinks desirable but should inform the other party | Standard |
| 17 Complaints about the Tenant Management Organisation’s or council’s performance as manager of the property dwellings | Standard |
| 18 Disputes and arbitration Link to procedures set out in schedules | Standard |
| 19 Information to the Secretary of State - Either party must provide information to Secretary of State as requested | Standard |
| Chapter 8 Performance, monitoring, reviewing | RPRMC |
| 1 The Tenant Management Organisation’s performance standards - Set out in schedule | Standard |

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|--|--------------|
| 2 The Council's performance standards - Set out in schedule | Standard |
| 3 Regular monitoring and development meetings Council and TMO should hold periodic monitoring meetings | Standard |
| 4 Annual review – TMO reviews its performance and send report to council and residents | Standard |
| 5 Equalities and diversity Council reviews effectiveness of TMO's Equalities procedures | Standard |
| 6 Periodic and special reviews – Council may carry out a review of TMO's performance not more frequently than once every 3 years | Standard |
| Chapter 9 Definition of terms used in the Agreement | RPRMC |

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Appendix C – Strengths Weakness Opportunities Threats (SWOT)

| STRENGTHS | WEAKNESSES |
|--|---|
| <ul style="list-style-type: none"> • Sound financial position • Good financial management • Policies and procedures • Good risk management • Active board • Diverse Board • Improving Board training and development • Good officer leadership • Recognising weaknesses • Contract management • Open to change • Community support • Good survey results/continuation ballot • Good housing management performance • Good relationship with elected members (Councillors and MP) • Improving relationship with Council • Improved board communication • Good and committed staff • Direct labour organisation • Knowledge of community • Local office • Staff are accountable • Responsive services | <ul style="list-style-type: none"> • Gaps in staffing capabilities • Some services outside our control i.e. heating, hot water, lifts, roofs • No access to capital funding • We cannot shape or control capital spend • Rubbish dumping • Not enough parking • Lack of awareness of RPRMO in community and locally • Low levels of wider resident involvement • Low staff turnover • Struggle to recruit quality people • Lack of flexibility/control over investment • Lack of Board succession strategy • Lack of youth involvement • Board attendance at meetings |

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| <ul style="list-style-type: none"> • Repairs (minor) completed quickly • Low staff turnover • Clean estate free of graffiti • Board attendance at meetings • New Rules etc. | |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • Training and development for staff and the board and residents • Resident workshops on various topics • Self-financing for TMOs • Building community support • Providing support to tenants e.g. with their finances • Developing relationship with local businesses • Developing relationship with local councillors • Contractors – using local labour • Major works • Service sharing with other TMO's e.g. DLO, CDO, Finance • Wider IT training • Leaseholder involvement • Wider partnership working including with local colleges • Changing demographics of community | <ul style="list-style-type: none"> • Lack of participation • Board sustainability • Not managing risk i.e. finance, legislation changes • Welfare reform impacting upon community and performance • Failing the 5 year ballot • Lambeth taking services back/ending management agreement • Cost/inflation pressures on repairs and maintenance spend • Increase in Buy to Let sales on estate • Security – feeling safe on estate • Political threat to social housing • Reduction in grant levels as a result of rent reduction • Redundancies at Lambeth lead to reduced |

11 – Appendix D – 2014/2017 Action plan outcomes

Business Plan
2014/2017

Action Plan

March 2017

**Strategic objective
1: Delivering high
quality homes and
services**

| |
|-----------------|
| COMPLETE |
| ONGOING |
| LATE |

| | Create a clean, safe and welcoming environment with excellent facilities | Measured By | Lead Person | By When | Progress |
|---------------|---|---|--------------------|----------------|--|
| Action | | | | | |
| 1 | Investigate the use of CCTV on estate hotspots to minimise crime, vandalism and deter unwanted activity | Reduction in crime and vandalism when CCTV deployed | Estate Director | 31.3.16 | Board have agreed not to extend the system after consultation with members |

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|---|--|---|-----------------|---------|--|
| 2 | Work closely with Lambeth Living to ensure effective delivery of Decent homes improvements and the capital programme | Project liaison meetings. No. of complaints/ complaints resolved. Issues arising from works addressed within agreed timescales. | Estate Director | Ongoing | External refurbishment programme is under way and is currently on schedule although there are delays to individual blocks. Scope has been agreed and meets the needs of the organisation. The internal programme was completed in 2015 but was not managed or delivered effectively. The Board and ED have spent a large amount of time trying to get Lambeth to resolve the matter and this is ongoing. |
| 3 | Investigate plans for enhancing estate shared spaces | Improvements agreed and funded. Improved resident satisfaction | Estate Director | 31.3.16 | £5K allocated to planting improvements and first round of planting completed. Scope and location limited by external works at present. Contact remade with Orchard team who will |

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|---|--|---|-------------------------------|---------|---|
| | | | | | restart work in February |
| 4 | Develop surplus spend plan in consultation with residents | Surplus spend plan in place and delivered. | Estate Director/ Treasurer | 31.3.16 | Initial consultation held as part of business plan process. Larger than expected surplus generated 2014/15. Board have agreed to restrict use of surplus in light of the likely budget cuts projected for 2017/20 |
| 5 | Continue with programme of bringing unused garages back into service | No. of garages let | Estate Director | Ongoing | This does not offer value for money given limited income and cost of works. |
| 6 | Ensure communal TV system is fit for purpose | Residents are able to receive a wider range of digital functions through the communal aerial system | Estate Director | 31.9.17 | Contract agreed by Board. Scaffold access will be co-ordinated with external major works programme and completed block by block. Programme will mean overall delay in original delivery date of March 2016. |

| Delivering excellent services that respond to the changing needs of residents | Measured By | Lead Person | By When | Progress |
|---|-------------|-------------|---------|----------|
|---|-------------|-------------|---------|----------|

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|---|--|---|-----------------|--|---|
| 7 | Develop and publicise Customer Care charter including service pledges to residents, training for staff | Charter in place, staff training taken place, increase in residents' satisfaction across all TMO services | Estate Director | 31.3.16 | Pledge card published. Board have agreed that resident handbook is only published on line and is now on website with range of service standards. Ongoing publicity required re content of website |
| 8 | Set up residents mystery shopping with training for residents and reporting – consider incentives for residents taking part | Mystery shopping scheme in place. Quarterly reports to board with improvement plan where necessary | Estate Director | Board have agreed to defer this item for consideration in 2017/20 plan | We will not achieve this target. A new objective is set within the business plan for 2017/20. |
| 9 | Review IT provision and look at some stand alone systems supporting Lambeth system *(finance, repairs, email) to ensure more effective working | Review completed, systems in place where changes required. | Estate Director | 31.3.16 | New Lambeth IT system introduced which allows more flexible working but Northgate system still has deficiencies in relation to repairs service. Repairs system to be looked at |

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| | | | | | as part of recommissioning process including options for stand alone system or use of contractor systems. RPRMC finance system is self-contained but assessment of other systems. All house files now stored electronically. |
| 10 | Develop improvement plan with targets for estate cleaning and caretaking and research potential for weekend cleaning | Improvement plan in place. Improved customer satisfaction on survey | Estate Director | 31.3.15 | Action Plan agreed |
| 11 | Review gardening provision on estate | Review completed. Report to board. | Estate Director | 31.3.15 | New Contract in place September 14 |
| 12 | Annual/bi annual satisfaction survey with feedback newsletter | Survey completed and newsletter to residents. | Estate Director | 31.3.16 - annual | STAR report outcome to March 2015 Board. RP survey for 2016 in preparation. |
| 13 | Improvement plan developed to address any areas where not meeting agreed standards | Improvement plan in place to address shortfalls | Estate Director | 31.3.15 | Annual survey demonstrated high overall levels of satisfaction other than with the management |

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| | | | | | of anti-social behaviour and complaints. Action plan for these 2 areas agreed |
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| Creating a safe, green environment and reducing our carbon footprint | Measured By | Lead Person | By When | Progress |
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|---|--------------------|--------------------|----------------|-----------------|

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| 14 | Promote and facilitate increased levels of recycling | Levels of recycling, reduction in rubbish, increased resident satisfaction | Estate Director | Ongoing | Meeting held with waste team to look at improving type, number and location of recycling bins. Ongoing contact with waste team and information to residents |
| 15 | Increase biodiversity and wildlife through green space improvements | Wildlife areas created | Estate Director | Board have agreed to defer until major works completed | Potential areas for wild life development areas identified. Delayed whilst major works are under way but initial discussions held to identify sites |
| 16 | Engage community especially young people in green projects | Projects and no. of people (age) participating | Chair | Ongoing | Community involvement in orchard scheme to be built on through community |

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| | | | | | development programme. Also looking to ensure community involvement in replanting of beds around community centre to form part of wider relaunch. |
| 17 | Look at potential for community growing space and/or allotments | Report to board identifying potential areas. | Estate Director/CDO | Board have agreed to defer until major works completed | Will need to defer as developing new planting areas will be hindered by extensive external works. However ongoing discussions with local nursery about potential for sharing existing allotment site. |
| 18 | Develop office environmental policy to minimise waste and maximise recycling | Policy in place. Reduction in waste and energy usage | Estate Director | 31.3.16 | Complete |

**Strategic objective
2: Making our
business stronger
for the future**

| To make sure that our governance and staffing structure enables the successful operation of RPRMO | Measured By | Lead Person | By When | Progress |
|--|--------------------|--------------------|----------------|-----------------|
|--|--------------------|--------------------|----------------|-----------------|

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| 19 | Develop a Board sustainability policy supported by an induction policy and user friendly pack to encourage interest in board membership | Policy and induction pack in place. No of residents expressing an interest – reported to board | Secretary | 31.3.15 Ongoing | Induction pack in place and new rules in place. New secretary appointed internally Sept 2104 and support and training being give. 4 new Board members recruited and training and development programme will be developed as part of appraisal process. This will build wider skills to help with succession planning. |
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| 20 | Review and update the registered TMO rules to ensure they conform to current best practice and are fit for purpose | New model TMO rules (amended as required) adopted | Secretary | 31.3.16 | New rules agreed |
| 21 | Review policies and procedures, identify gaps and draft new policies where needed | Policy and procedure manual in place | Chair/Estate Director | 31.3.15 Ongoing | All identified policies and procedures in place along with review programme |
| 22 | Work to ensure Board and membership is representative of the community - direct contact /targeted activity at underrepresented group/s | Board demographic/tenure monitoring/report to board with recommended actions. Reflected in Consultation and Involvement strategy | Secretary/ Estate Director | 31.3.16 | Complete |
| 23 | Carry out evaluation of Board's activities/performance/decisions annually | Evaluation taken place – report on action points | Chair | 31.3.15 | Board appraisals complete |
| 24 | Develop Learning plan for Board members – training open to all RPRMO members | Learning plan in place and feedback to board on activities | Chair | 31.3.15 | Training plan will be developed as part of appraisal process. Feedback also to be given. First course for all residents advertised on website and will appear in January newsletter. |

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| 25 | Increase membership of RPRMO target 80% of eligible households by year 3 through a membership drive (introductory meeting with new tenants, membership pack, door knocking campaign, events) | All new tenants signed up as members. 80% membership by year 3 | Secretary | 31.3.17 | Ongoing recruitment drive. Target set was not realistic and is reviewed in new plan |
| 26 | Review staffing structure to identify any skills gaps and to ensure it is fit for purpose | Review completed – report to board and action plan | Estate Director | 31.3.16 | Complete |
| 27 | Make sure up to date staff policies in place including staff appraisals, pension provision. Training and development plan in place for all staff | Appraisals taken plan and development plans in place. Pension provided for all staff | Estate Director | 31.3.15 | Appraisals completed for all staff for 15/16. Training needs assessments completed. Extensive training programme undertaken for all staff to improve service delivery and personal development. Next appraisals to take place in spring. Policy and procedure review complete. |

| Ensure RPRMO remains on sound financial footing through effective financial management | Measured By | Lead Person | By When | Progress |
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| 28 | Ensure financial systems and procedures are fit for purpose including finance IT system and regular financial reporting | Effective, real time management of finances. Board evaluation of financial reporting. Updated procedures. | Treasurer/ Finance Manager | 31.3.15 | All Finance policies and procedures updated. Strength of financial management systems noted in latest audit. Proposals for improved financial reporting to be brought to Finance and Audit Committee later in 2015 as part of Kitemark review |
| 29 | Increase amount in designated Contingency Reserve Fund (minimum 10% of annual allowances) through transfer from surplus and a proportion of savings year on year | £25,000 transferred annually. £75,000 by year 3. | Treasurer/ Finance Manager | 31.3.15 Ongoing | £25K transferred 2013/14 and 2014/15 - see section 4 |

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| 30 | Consider ways of generating additional income in the future such as providing services to leaseholders and providing services to other TMOs/nearby Lambeth managed blocks, local housing providers | Leaseholder plan in place and income generated. Service level agreements/contracts in place and income generated. | Treasurer/ Estate Director | 31.3.17 | Discussions held with other TMO managers re service sharing and expertise in social value being developed by CD officer which should prove marketable. Agreement to offer services of DLO to vulnerable residents for a 'handyman' service and delivery of repairs service to leaseholders. |
| 31 | Develop surplus spend plan (for Year 2 onwards) in consultation with members and include in business plan | Surplus spend plan in place. Delivery report to members and residents. | Treasurer/ Estate Director | 31.3.16 | Increased surpluses being generated. See Objective 4 |
| 32 | Explore options for future investment of Roupell Park including self financing and stock transfer options | Exploring the Options study. Report to board. | Chair/Estate Director | 31.3.17 | Initial consideration underway. Will form basis of business plan review although this will be influenced by changes in financial operating environment |

**Strategic objective
3: Building a strong
and cohesive
community**

| An active and engaged community through improved communication and participation | Measured By | Lead Person | By When | Progress |
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| 33 | Community development programme including outreach work prepared and delivered by newly created post Community Development Officer in consultation with residents | CDO and programme in place. Reports to board on progress: activities, increased participation, satisfaction levels | Chair/Estate Director | 31.3.15 | CDO moved to full time perm contract. CD strategy reviewed and action plan in place. Quarterly updates being provided to Board on progress against targets. |
| 34 | Develop website and consider using social media to communicate key ideas, gather views. Set up email communication list. Community blog. Set up a facility for repairs and other matters to be reported online | Website operational, no of hits, blog activity, reports online, social media activity | Estate Director/Community Development officer/sub group | 31.3.17 | Website and Twitter accounts in place and Facebook account to be in place by June 16 to act as community blog. Website allows residents to report works and other service requests. |

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| 35 | Regular newsletters distributed by email and by hand and on the website | Newsletters circulated/content evaluated | Community Development officer/sub group | 31.3.15 | 6 Newsletters being produced annually and evaluation process agreed |
| 36 | Sponsor a Youth Forum linking into Lambeth Youth Parliament and to the board – Outreach work with young people | Youth Forum set up/ attendance at some board meetings/activity reports/increased youth engagement | CDO | 31.3.17 | Work underway but Board have agreed that completion be deferred through CD action plan. Working with homework club and football training providers to build wider youth development process and other contact made during summer programme |
| 37 | Carry out community mapping exercise obtaining latest demographic info from Lambeth Living | Demographic data obtained, data base created and compared with participation/ service delivery data. Report to board | Estate Director | 31.3.15 Ongoing | Survey of leaseholders completed to supplement information already held on tenants. Shows movement in demographics of estate. Better analysis will be available of 2016 survey which will allow better understanding of estate demographics and satisfaction levels |

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| | | | | | against a range of demographic factors. |
| 38 | Review Community Development and Involvement Strategy and action plan including targeted activity to engage with underrepresented groups | Strategy reviewed and action plan of activities in place. Participation monitored | CDO/sub group | 31.3.16 | New strategy agreed along with 2 year action plan. |
| 39 | To work with Board members and the wider community to identify vulnerable and elderly house bound residents and ensure regular checks and contact | Register completed. Contact taking place | Estate Director | 31.3.17 | Christmas hamper exercise led to increased level of engagement between residents and Board. Development of befriending scheme part of CD action plan and of wider programme to tackle social isolation. Work underway and will be carried forward into new plan |
| 40 | Consult on a programme of resident workshops on topics residents will find | Workshop programme in place. | CDO | Board have agreed to defer this item for | Target not achieved. New revised target in new plan based on |

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|----|---|--|-----|-------------------------------|--|
| | valuable examples could include managing debt, basic DIY skills, preparing a CV, job interview skills, basics of cooking etc. | Participation/satisfaction monitored | | consideration in 2017/20 plan | enhanced partnership working |
| 41 | Suggestion box – online, in newsletters/ and in the office | Reports to board on ideas, suggestions, feedback in newsletters/website on proposals initiated | CDO | Ongoing | Box already available in office but use needs to be encouraged. Website is main feedback mechanism along with complaints received. |

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2. Appendix E –Action plan

OUR THREE YEAR PLAN

Having completed our SWOT analysis, our risk assessment and taking into account our vision and values and the services we are providing, we have developed a three year action plan, which sets out what we have plan to do over the next three years.

The plan sets out what we want to do, how we will know we have done it, who is responsible (this can be a member of staff or the Board) and when we will complete the task. This action plan will be monitored by the Board on a quarterly basis and the updated plan will also be published on the website.

| Strategic objective 1 | | | |
|--|---|--------------------------------------|---------------------------|
| Delivering high quality homes and services | | | |
| Actions: | Measured by | Lead person responsible | When |
| Create a clean, safe and welcoming environment with excellent facilities | | | |
| Work closely with Lambeth Council to ensure the completion of the external works programme to the satisfaction of residents | Project complete with 95% satisfaction | Estate Director/Lambeth | September 2017 |
| Work with Lambeth Council to ensure that internal rectification works are completed to the satisfaction of residents and RPRMO | Project complete with RPRMO sign off of every property | Estate Director/Lambeth | December 2017 |
| Work with Lambeth on options for commissioning of combined heat and power plant | If plant commissioned ensure that performance of heating system in not impaired | Estate Director/ Maintenance Manager | March 2018 |
| Agree with residents the use of available surpluses | Spending plan agreed | Estate Director/Board | Annual from February 2017 |

| | | | |
|---|---|--|----------------|
| Ensure communal TV system is fit for purpose | New aerial system in place | Estate Director/ Maintenance Manager | September 2017 |
| Deliver a high quality caretaking and grounds maintenance service | Increased level of resident satisfaction | Estate Director | Ongoing |
| Improve landscaping and promote bio – diversity | New planting in place to specification in line with RSPB guidelines | Estate Director | March 2020 |
| Assess all available data to determine future investment needs for the estate | Stock condition survey obtained and validated | Estate Director | March 2020 |
| Work with police and other agencies to deal with nuisance and antisocial behavior | Level complaints re ASB reduced | Estate Director/Board | Ongoing |
| Increase level of lighting in communal areas | Lighting in place | Maintenance Manager | September 2017 |
| Examine options for attracting funding to upgrade surface and lighting for football pitch | External funding obtained for upgrade | Maintenance Manager/CDO | September 2018 |
| Upgrade signage on estate | New signage in place | Maintenance Manager/Custom er Services Manager | September 2017 |
| Actions: Delivering excellent services that respond to the changing needs of residents | Measured by | Lead person responsible | When |
| Update all existing service standards to ensure they are fit for purpose | Service Standards reviewed and updated | Estate Director | Ongoing |
| Increase number of services available on line | Increased access to services | CDO | Ongoing |

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| Enable residents to monitor services to enable them to drive service improvements | Resident panel in place | Estate Director/Board | Ongoing |
| Carry out biannual satisfaction survey | Survey completed | Estate Director | May 2018 |
| Improvement plans developed to address any areas where not meeting agreed standards | Areas of low satisfaction identified and action plans in place | Estate Director | Ongoing |
| Offer repair services to leaseholders and vulnerable residents over and above our contractual obligations | Services offered to residents at agreed costs. | Maintenance Manager/Estate Director | September 2017 |
| Carry out preventative maintenance when repairs operatives are present in people's homes | Reduction in number of response repair orders by 10% | Maintenance Manager | March 2018 |
| Develop an 'MOT' style property maintenance function | Reduction in response repair orders by 10% | Maintenance Manager | March 2019 |
| Review existing grounds maintenance contract to decide whether to extend by a further 2 years or retender the service | Contract in place | Estate Director | June 2017 |
| Actions: Creating a safe, green environment and reducing our carbon footprint | Measured by | Lead person responsible | When |
| Promote and facilitate increased levels of recycling | Council confirm level of recycling has increased | Estate Director/Council | Ongoing |
| Enhancing estate shared spaces by engaging community especially schools, children and young people in green projects including community growing space and/or allotments | Increased level of satisfaction with local environment | Estate Director/CDO | Ongoing |
| Work with Lambeth to increase the amount of solar energy generated on the estate | Increase in dollar generation | Estate Director | Ongoing |

| Strategic objective 2 | | | |
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| Making our business stronger for the future | | | |
| Actions: | Measured by | Lead person responsible | When |
| To make sure that our governance and staffing structure enables the successful operation of RPRMO | | | |
| Develop a Board sustainability policy | Policy in place | Chair/Secretary | March 2018 |
| Work to ensure Board and membership is representative of the community | Regular Audit of Board | Chair/Secretary | Ongoing |
| Carry out annual Board appraisals to assess training needs and skills gaps to provide enhanced learning opportunities | Appraisals complete | Secretary | Annual in January |
| Carry out evaluation of Board's activities/performance/ decisions annually | Training plan completed | Secretary | Annual by June |
| Increase membership of RPRMO to 50% of eligible households | Membership target met | Secretary | March 2020 |
| Increase the number of residents engaged in the consultation and involvement process | Base line to be established and numbers to be increased | Estate Director/Board | Ongoing |
| Ongoing review of staffing structure to it is fit for purpose | Staffing structure fit for purpose and within budget | Estate Director | Ongoing |
| Make sure up to date staff policies and procedures are in place | Policy review schedule in place and kept to | Estate Director | Ongoing |
| Training and development plan in place for all staff | Annual appraisals completed and training plan agreed against budget | Estate Director | Annual in June |
| Programme of on the job training through team meetings and shadowing to ensure communications within the team and knowledge of roles is enhanced | Training as a standard agenda on team meetings | Estate Director | Ongoing |

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| Working to change the wider culture of residents to reinforce the rights and responsibilities of being part of the Roupell Park Community | Satisfaction rates increase | Estate Director/Board | Ongoing |
| Actions; Ensure RPRMO remains on a sound financial footing through effective financial management | Measured by | Lead person responsible | When |
| Ensure financial systems and procedures and are fit for purpose | Annual Audit continues to confirm confidence in systems | Finance Manager | Ongoing |
| Increase amount in designated Contingency Reserve Fund to 25% of annual allowances | Designated reserves to desired level | Finance Manager | March 2020 |
| Consider ways of generating additional income by providing services to other TMOs/nearby Lambeth managed blocks, local housing providers | Shared services explored and in place where appropriate to business | Estate Director | Ongoing |
| Prepare for impact of Government plans in relation to Council funding and their impact on allowances up to 2020 | Quarterly budget forecasting and review | Estate Director/ Finance Manager | September 2017 |
| Explore options for future management and investment in Roupell Park including self-financing and stock transfer | Business model developed using external consultant | Estate Director | March 2019 |
| Ensure resources are available to complete internal rectification works where these are not done as part of the wider programme | Agreement with Council in place to fund outstanding latent defects | Estate Director | December 2017 |
| Strategic objective 3 | | | |
| Building a strong and cohesive community | | | |
| Actions: An active and engaged community through improved communication and participation | Measured by | Lead person responsible | When |
| Build partnerships with other service providers and organisations to deliver a wider range of services | Revenue savings in community development budget realised | CDO/Estate Director | Ongoing |

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| offering increased value for money | | | |
| Identify alternative sources of income through capital and revenue grants to enhance service delivery | External grants obtained | CDO | Ongoing |
| Fully develop a model for measuring Social Impact to assess the success of existing activities and programmes and the wider operation of the organisation | Social impact model agreed and applied to all elements of RPRMO operations | CDO/Estate Director | March 2018 |
| Improve communications with residents and other stake holders through widening use of social media as well as improving information on website and production of regular newsletters distributed by email and by hand | Increased use of electronic media by residents. Increased levels of satisfaction with communications from RPRMO | CDO/Estate Director | Ongoing |
| Establish an effective youth forum with direct access to the Board decision making process | Youth forum operating | CDO | March 2018 |
| Develop and deliver a programme to reduce levels of social exclusion for people living on the estate | Programme in place with 20 clients supported | CDO/Board | March 2018/ongoing |
| Identify external providers to support residents in a process of social inclusion including help in claiming benefits on line, making links to help people into employment and improved money management | Providers identified and working on estate | CDO | March 2018 |
| Empower and support all members of the community to deliver community events such as the fun day and annual coach trip | More residents involved in planning of community events and lessened staff involvement in delivery | CDO/Board | Ongoing |
| Maximise use of community centre | Community centre operates at 80% capacity | CDO | Ongoing |
| To increase child care provision and train our tenants to become child minders | Minimum of 2 child care sessions run each week and 4 resident child minders receive accreditation | CDO | March 2020 |

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