



**ROUPELL PARK**

**RESIDENT MANAGEMENT ORGANISATION**

**Business Plan 2020 - 2023**

Revision Number	Reason for Revision	Date	Adopted by Board
Version 1 (draft)	Plan will expire April 2020	June 2019	
Version 2 (draft)	Client Team Input	October 2019	
Version 3 (Draft)	Staff and Board input	November 2019	
Version 4 (Draft)			
Version 5 (Draft)			

**Registered Office:**

Community Office  
 Brockham Drive  
 Roupell Park Estate  
 London  
 SW2 3RY

**Office Opening hours:**

Monday, Thursday, 8.30am to 5pm  
 Tuesday 9am to 5pm  
 Wednesday 9am to 1pm  
 Friday 9am to 4pm

Telephone: 020 7926 0214

Email: [RoupellPark@lambeth.gov.uk](mailto:RoupellPark@lambeth.gov.uk)

Website: [www.rouPELLpark.co.uk](http://www.rouPELLpark.co.uk)

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

## Contents:

Page no.

### **1. Introduction**

### **2. Who we are**

Meet the Management Board

About our community

Our team

Our services

Our performance

Our achievements

The operation environment we work in

### **3. What we aim to achieve**

Our vision

Our mission and purpose

Our core values

Our objectives

Monitor our performance

Working for our residents

Working in Partnership

Safeguarding

#### **4. Managing our finances**

Financial Planning and Assumptions

Allowances and Income

Financial Projections

Designated Reserves

Surplus Fund

Surplus spend proposals Table 3

#### **5. Managing risk**

Risk assessment – the top 14 risks to RPRMO's future

#### **6. Appendices**

Appendix A – Jargon Buster - *RPRMC tries to use every day language to describe what we do. However, should you find a term that you do not understand, please turn to our Jargon Buster*

Appendix B – Summary of Management Agreement – Our responsibilities

Appendix C – Strengths, weaknesses, opportunities and threats analysis

Appendix D – Detailed financial modelling

Appendix E – Outcome Action plan 2014/17

Appendix F – Action Plan 2017/20

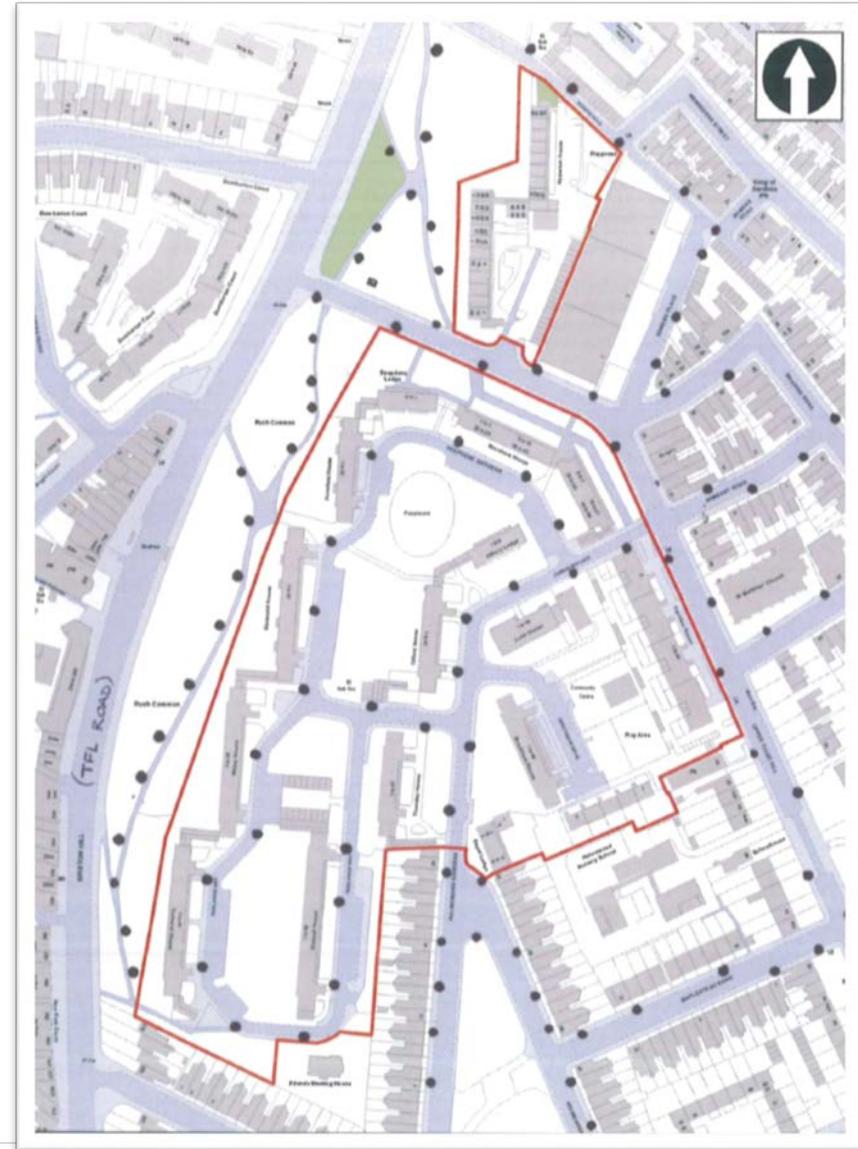
# 1. INTRODUCTION

Roupell Park Resident Management Organisation (RPRMO) manages 572 homes (389 tenanted, 180 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 2023 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](mailto: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](mailto: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

Agnes Nyuma - Secretary

Oni Idigu - Treasurer

Alex Ekumah

Molly Sinclair

Alieu Corneh

Sandra Yamoah

Janet Nicholson

Eddie Andrews

Amanda Knopp

Farahia Ahmed

Our chief officer is the Estate Director Simon Oelman who manages our staff team (see page 11).

## **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 is 16.2 years whilst on Roupell Park it is almost near the average at 16 years. Our longest running tenancy is 45 years.

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 65% of tenants identifying themselves as being from black and minority ethnic communities. 60% of the estate consider themselves to be black (45% for the Borough as a whole), 35% white (34%), 11% mixed race and 7% Asian. with no other group on the estate amounting to more than 2% of the population. Of those who consider themselves to be black, 56% are Black Caribbean and 44% Black African. Of those considering themselves to be white 81% are white British with the largest other white group being Portuguese at 19%. 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.

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.

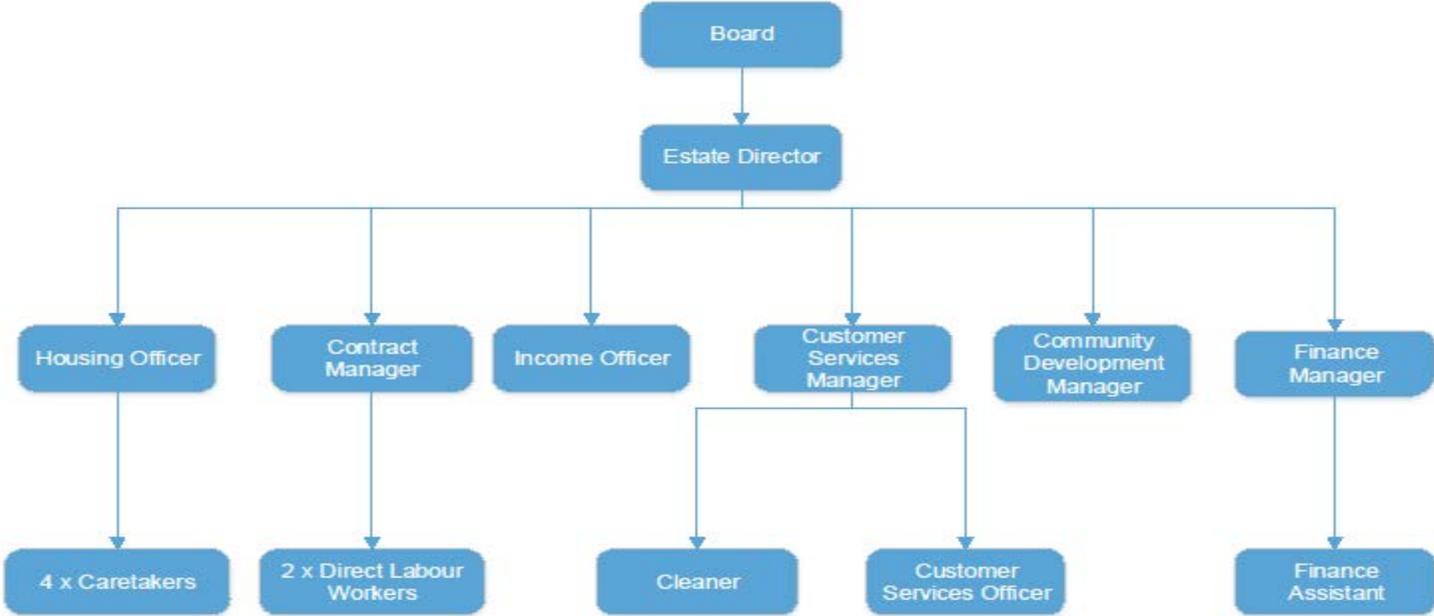
The Estate sits in an area of relative affluence with neighbouring houses valued in excess of £750,000 and some flats on the estate selling for in excess of £400,000. For this reason the estate is becoming popular with first time buyers who are purchasing existing leasehold properties and who are not 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 57% of tenants currently claiming housing benefit. This compares with a Lambeth average of 62%. 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.

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.

# 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
- Lift repairs
- Entry phone repairs
- HR support and advice
- Repairs to the Communal TV system
- Maintenance to the CCTV system for the estate

## **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 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 performance over the 2018/19 financial year.

Description	Outturn 2017/18	Target 2018/19	Outturn 2018/19
Rent Collected as % of annual rent role	100.3	100	100.4
Value of Arrears	78,278	75,000	76,116
Current Arrears as % of rent role	3.2	3	3.2
Average relet time (days)	21	25	24.5
% gas services within 12 months of previous service	100	100	100
% satisfied with repairs	100	100	100
% repairs completed on time	100	100	100
% complaints dealt with on target	75	100	100
% tenancy checks completed	30.8	15	13.8

## **Resident Satisfaction Survey**

We carried out a resident satisfaction survey in April and May of 2018. 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:

<b>Service</b>	<b>Satisfied</b>	<b>Dissatisfied</b>
<b>Repairs</b>	<b>67%</b>	<b>11%</b>
<b>Caretaking and Grounds Maintenance</b>	<b>72%</b>	<b>11%</b>
<b>Managing Complaints</b>	<b>61%</b>	<b>11%</b>
<b>Managing anti-social behaviour</b>	<b>58%</b>	<b>15%</b>
<b>Customer Service</b>	<b>74%</b>	<b>1%</b>
<b>Overall</b>	<b>74%</b>	<b>1%</b>

## OUR ACHIEVEMENTS

Over the last three years we have been working through our current business plan to ensure that we deliver against the challenging targets that we had set ourselves. We have also:

- Increased our national profile across the TMO sector and within the wider housing movement. We have led a series of workshops at national conferences and have been awarded 4 awards in the last three years recognising the excellent way in which we serve our residents. We are well on the way to becoming the flagship TMO we aspire to be.
- Taken part in national consultations in relation to the Housing Green Paper and the response to the Grenfell Tower fire.
- Recruited new resident Board members and continuing to work with residents to find better ways for people to be involved in running their homes.
- 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.
- Continued to review our 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
- Enhancing staff performance through training, so that they can adapt to a rapidly changing environment and meet your needs to the highest standard
- Continued to review the way in which we deliver our repairs service to ensure that we deliver better and more responsive services whilst delivering better value for money.
- Ensured that the external refurbishment programme for the estate was completed and to continue to ensure that any defects are dealt with.

- Continued to push Lambeth to deal with the failures arising from the project to update tenant's kitchens and bathrooms.
- Managed budgets to deliver surpluses to invest on the despite increasingly difficult financial environment.
- Increasing our income from other sources including through partnership working.
- Installed a comprehensive CCTV network to tackle crime, deter anti-social behaviour and reduce fly tipping.
- Maintained our level of rent arrears despite the introduction of Universal Credit and the impact of other welfare reform.
- Improved our performance across all of our performance indicators.
- Continued to develop and expand our community development programme to benefit the whole of the Roupell Park Community. This included
  - A parent led Stay and Play sessions on the estate
  - Running football sessions with Fulham FC
  - Supporting senior citizens via a range of activities such as: Tuesday coffee mornings. Chair Yoga sessions as well as coach outings
  - Oversubscribed summer programmes of activities
  - Delivering a range of courses to support adult education such as: ESOL, Literacy and IT training sessions
  - Running weekly After- School Club sessions
- Developed our Website, extended our use to social media and produced regular high quality newsletters to improve our communications to our residents
- Developed 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.
- Revised the way in which we manage complaints to improve resident satisfaction.
- Worked with local people and key partners to fund and design build the community garden at Hyperion House as a start towards working with residents to improve the wider environment of Roupell Park.

## **THE OPERATIONAL ENVIRONMENT WE WORK IN**

### **Government Policy**

The election of a Conservative majority Government in December 2019 means that the details of Government Policy at this stage are not clear.

The manifesto was light on details and there was no mention to the proposals set out in the Housing Green Paper issued in 2018. No timetable for the production of a white paper had been given. Therefore it is unclear as to what the attitude to tenant management and the establishment of a national Tenants Voice will be.

In addition, whilst there remains a commitment to expand the housing supply the emphasis is on home ownership rather than social housing and the ongoing funding for the new social housing development is unclear.

Finally there remains no indication of the timing for the removal of cladding to affected properties post Grenfell and until the final outcome of the public enquiry is known, neither is there an understanding of any changes to fire safety standards and subsequent investment needs and how there will be funded.

### **London Mayor**

The London Mayor's housing strategy is committed to ensuring that all sites where housing is to be built will include 50% will be affordable, safe and sustainable. The Mayor has also committed to a series of other initiatives –

- Identify additional land for Housing
- Support Councils to build new Council Housing
- Develop strategic partnerships with Housing Associations to build new homes
- Encouraging build to rent schemes
- Introducing London affordable and living rents so people on low and middle incomes can afford to live in London
- 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, Oval cricket ground and global businesses.

## **Housing and Tenant Management Organisations in Lambeth**

Lambeth Council owns 33,927 homes, of which 23,825 are tenanted (70%) and 10,102 are leasehold (30%).

Out of the 33,927 homes owned by Lambeth Council, the management of 4,268 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 new sustainable homes for local families with high quality shared spaces to encourage a sense of community. All profits will be reinvested into building more new homes and supporting our communities. The aim is to build 1,000 extra homes for affordable 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.

The previous business plan was written during a period when rents were falling by 1% per year. However from April 2020 rents will be able to be increased by a maximum of CPI plus 1% a year so there will not be a pressure in relation to falling rental income.

The RPRMO allowance is based on the costs that Lambeth Council incur in running their housing service. The formula for calculating the allowance is to be reviewed and will come into effect in April 2021. Currently the Council's maintenance contracts are being re-commissioned and it is expected that this will lead to a reduction in costs. Therefore RPRMO allowances will fall. However because we provide our repairs and maintenance service independently of the Council our costs will not fall accordingly. The overall level of income cannot therefore accurately predicted. However an assumption has been made that there will be a 5% reduction in allowances for both 2021/22 and 2022/23.

### 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**

<b>Create a clean, safe and welcoming environment with excellent facilities</b>
<ul style="list-style-type: none"><li>• Agree with residents the use of available surpluses for the period of the plan balancing investment in improving the estate environment and protecting the organisation’s ongoing financial viability.</li><li>• Actively engage the Council to provide all available stock condition data to determine future investment needs for the</li></ul>

estate in terms of possible elemental failure to ensure effective capital bids are submitted to the Council.

- Provide Council information held by RPRMO on stock condition to allow update of the Council data base
- Working with residents monitor quality of caretaking on the estate and review way that services are delivered to improve customer satisfaction
- Working with residents monitor quality of grounds maintenance services to ensure that they continue to deliver high levels of customer satisfaction
- Encourage residents to take responsibility for maintaining and improving existing shrub and flower beds and planting new ones, to improve overall look of estate as well as to promote bio – diversity with the support of RPRMO, partners and contractors.
- Work with police, partners and other agencies to deal with nuisance and antisocial behavior on the estate and using effective communication strategies work to reassure residents about their safety on the estate.
- Upgrade football pitch to deliver a high quality surface which can be used by all members of the community using external finance and surpluses.

#### **Delivering excellent services that respond to the changing needs of residents**

- Update all existing policies, procedures and 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.
- Work with residents to allow them to take direct control of services where they wish and to ensure that they can 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.
- Where satisfaction surveys and internal monitoring show that we are not delivering services to the desired quality,

consult on and develop improvement plans to ensure standards are met.

- Continue to offer a chargeable repair services to leaseholders to ensure their properties are safe and in good repair, including gas safety checks.
- Offer tenants chargeable repairs over and above our contractual obligations to improve the condition of their homes and residents quality of life. RPRMO will have discretion to waive fees for vulnerable tenants.
- Offer property management service to non-resident leaseholders wishing to let out their property
- Target our resources to deliver a more effective planned maintenance service for the estate and inside tenant's homes.
- Examine the options of taking more services from the Council where doing so will both generate income and deliver a better outcome for our residents.
- Retender our major repairs and maintenance contracts ensuring that they include a commitment to social responsibility and that they deliver the best service not necessarily the cheapest one.
- Offer residents training to allow them to take on minor repairs and improvements in their home.
- Research the introduction of a Customer Relationship System.
- Make better use of existing office space through home working, hot desking and the use of mobile technology.
- Examine options for delivering our services to others.

### **Creating a safe, green environment and reducing our carbon footprint**

- Work with residents and in particular young people to increase the profile of green issues on the estate
- Promote and facilitate increased levels of recycling especially by engaging young people to act as advocates.
- Working with residents enable them to take direct control of some service delivery, in particular in relation to cleaning and grounds maintenance
- 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.
- Develop more community gardens and residents led open spaces to produce green corridors through the estate
- Encourage residents to put up hanging baskets and planters to improve the look at feel of the estate.
- RPRMO to install hanging baskets and planters around the estate to improve the look and feel of the estate.
- Encourage the wider use of grassed areas on the estate to encourage wider health and well-being for residents.

## **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**

- Increase membership of RPRMO by offering incentives to join and become an active member.
- Develop a Board sustainability policy by encouraging active residents of all kinds to become involved. In particular to encourage and facilitate members of the youth forum to become board members.
- Carry out an assessment of Board members after 6 months of membership to ensure that they have the necessary commitment and skills base.
- Investigate the co-option of external Board members to enhance the skills base of the Board.
- 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.
- Investigate ways of incentivising Board membership including the payment of allowances based on attendance at meetings and training undertaken.
- 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 activities
- Wider engagement in service planning and shaping the ongoing shape of the organisation
- Ongoing review of staffing structure so that it is fit for purpose in relation to delivering service excellence within budgetary constraints.
- Enhance national profile of RPRMO through attendance at regional and national conferences and events.
- Ensure that our successes and achievements are publicised on a local and national basis.
- Carry out annual stock options appraisal

**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
- Carry out annual review of financial assumptions for a rolling 3 year period and part of the budget process.
- Directly or through partner's access alternative sources of income through capital and revenue grants to enhance service delivery.

### 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 to enhance the life chances of all our residents and which deliver a wider range of services and give better value for money.
- Work with residents of all ages and backgrounds to ensure that their needs are taken into account when delivering our community development and participation activities.
- Working with residents and existing or new delivery partners, examine the development of Social Enterprises to deliver services on the estate.
- Support residents to deliver community events themselves facilitated by RPRMO
- Ensure all activities are subject to social value evaluation
- 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
- Evaluate communications mechanisms through measuring 'hits' and other interactions on the website and social media and through customer surveys.
- Enhance email and text communications through CRM systems.
- Seek to increase the breadth and depth of youth engagement activities and ensure that they actively input into the life of the estate.
- Develop programme to support residents to maximise social inclusion including help in claiming benefits on line, making links to help people into employment and improved money management
- Develop partnerships to alleviate hardship on the estate including with
  - local credit unions
  - Debt advice agencies
  - Local hardship funds

➤ Food banks.

- To support increased child care provision for residents of Roupell Park

## **MONITORING OUR PROGRESS**

Our Business plan for 2017 to 2020 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 E.

At Appendix F we have attached an action plan against which we will measure the progress of delivering this plan through to 2023 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 WITH OUR RESIDENTS - TAKING THINGS TO THE NEXT STAGE**

However successful RPRMO have been in the last 3 years, both by improving our services, performance and increasing our national profile we know we must continue to get better.

As a Resident Management Organisation we put residents at the centre of what we do. 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. We want residents to have even more say in delivering services and ensuring that they relate to their wider experiences and needs.

This will mean assessing the way we currently engage with residents to ensure that it is right for them.

We will also want to examine whether residents may want to take on some tasks themselves. We will therefore be looking at a number of questions such as –

- How do we get more people involved?
- How do people want to be involved?
- Is membership important as long as people can contribute?
- If membership is important then how do we encourage it?
- Could residents take more responsibility for delivering some services themselves however small?
- Could residents take 'ownership' of some areas around their homes if we helped and supported them to do so?
- Would people be happy to do cleaning in their block in return for other services?
- Could we extend the way in which we give residents choices about the contractors we employ, perhaps for an individual block?
- Can we run trials in some areas where we can already identify demand?
- Will residents get a financial reward or will they get benefits in kind or by increasing the level of other services?

We know answering these questions will take time and we will need to engage with our tenants and leaseholders not only across the estate but also block by block.

Some people may want to take things on, others will not. People may want to do different things, a bit of gardening outside their block, perhaps cleaning in some areas or at some times of the day when caretakers are not present.

We want our residents to take pride, not only about the inside of their homes but also in the wider environment of the estate. We have a vision of the estate where there are 'green corridors' linking different areas and have started that process at Hyperion House with our first community garden. We want this to be the first of many, some big and some small.

We want to make our estate greener and somewhere where we have increased our bio-diversity and make it is a better place to live. We know that involving the young people of the estate is crucial in that. They increasingly care about the world they are going to live in. They are a massive resource we are not engaging. We need to ensure that we do so that they help shape the estate for the future.

## **WORKING IN PARTNERSHIP TO DELIVER A STRONGER AND MORE COHESIVE COMMUNITY**

Partnership working has been a fundamental principle of Roupell Park's community development programme since its formation in early 2015. We have had to choose our partners carefully but this has placed Roupell Park in a strong position and we are now recognised as best TMO in the field. Testament to this have been the numerous awards that we have received over the past 5 years. This success would not have been possible, had we tried to deliver a programme of activities in isolation, without our partners' support.

RPRMO remains committed to partnership working and will continue to work with established partners and develop new ones to deliver all of Roupell Park's community development objectives. This will allow us to:

- Deliver a comprehensive, demand-led programme of activities across all age groups with limited staff resources and within our allocated budgets
- To provide more for less and to maximise Value for Money
- Access external funds
- Forge cross-sector partnership in which we can tap into Corporate Social Responsibility commitments from large corporations such as banks
- To maximise socially responsible procurement and to imbed social value when procuring with major contractors in line with the Social Value Act
- Working with young people develop our green agenda and develop diversionary programmes to deal with crime and anti-social behaviour
- To be recognised within the social housing sector as a whole

To deliver these aims we must become more entrepreneurial, innovative and financially self-reliant. We have already looked at how to adopt some of the social enterprise model principles which will allow us to reinvest more money back into the Roupell Park community whilst at the same time allowing residents to take more control of the services they receive.

### **Young People**

We see young people as key partners in improving the estate. They are our future and the most to gain when we get it right. We believe that their energy and commitment mean that they have the ability to make a real change happen. In particular many of them really understand the impact of the climate emergency and will therefore help to deliver our vision for a green and sustainable estate.

Our youth forum already allows young people on the estate to speak directly to us about their concerns and we will be widening that process by engaging other young people who already enjoy other activities we provide. But we know Roupell Park does not exist in isolation from the surrounding area. We are therefore working in the, 'SW2 Partnership,' which is looking at how we can deliver services for your people across the area without getting large funding from the Council.

### **Measuring**

“What gets measured gets done” and measurement is key to driving better social value outcomes. We will continue to provide measurable social value outcomes, which will help us to make improvements to the programme and evaluate the value which our partners bring as outlined in our social value strategy.

### **SAFEGUARDING**

All of us have a duty to ensure that vulnerable people in our community are able to live safely and securely and as a landlord Roupell Park has particular responsibilities.

Safeguarding falls into two areas relating to children and vulnerable adults. However the principles are the same.

The first thing to recognise is that we do not have the main responsibility for safeguarding which falls with the Children's Safeguarding Board and the Council. Rather our role is to refer people to the responsible body where it is needed. We probably have more contact with our residents than any other organisation and so we have a unique insight into the issues that affect them.

It is important to note that in nearly every case, safeguarding issues are around ensuring that people get the help and support they need. We will work with residents to help them do this and where we make a referral will do so with consent.

Of course if the situation is serious, where we believe there is abuse or neglect, or where there is another crime being committed we will make an immediate referral and where necessary call the police.

This is a key area for everyone, residents as well as staff and we need to work together to ensure the most vulnerable people on the estate are safe.

## **MANAGING OUR FINANCES**

### **FINANCIAL PLANNING AND ASSUMPTIONS**

Lambeth Council pay Roupell Park RMO an annual Management Allowance which help fund our services. The RPRMO allowance is based on the costs that Lambeth Council incur in running their housing service. The formula for calculating the allowance is to be reviewed and will come into effect in April 2021. Currently the Council's maintenance contracts are being re-commissioned and it is expected that this will lead to a reduction in costs. Therefore RPRMO allowances will fall. However because we provide our repairs and maintenance service independently of the Council our costs will not fall accordingly. The overall level of income cannot therefore accurately predicted. However an assumption has been made that there will be a 4% reduction in allowances for both 2021/22 and 2022/23.

However 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 projected cuts. 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 pressure.

### **Financial Projections**

We have included in this business plan our projections for the financial position of RPRMO for the next three years until March 2023 and the details are set out at Appendix D.

Allowances have been set at £1,382,199 for 2010/21. This is projected to fall to £1,326,911 in 2021/22 and £1,273,835 in 2022/23. At the same time we must anticipate increases in costs particularly in the areas of communal utilities and the wider provision of services. We must always generate an annual surplus, however small and in no circumstances should we use our surplus fund to close short term revenue gaps.

We will need to make cuts and increase levels of income in order to continue to deliver services. In doing so we have tried to maintain essential services but have also made assumptions about our ability to increase our income from other sources and to make efficiency savings. This enables us to make a healthy surplus in 2020/21 and 2021/22 but will make only a small surplus in 2022/23.

## **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 2017/20 set a target of this being at 25% of allowances. Because of issues around late invoicing by Lambeth we were unable to achieve this target. However the assumed level of transfer along with the reduction of income means that we will achieve this by the end of this plan.

## **SURPLUS FUND**

Each year we budget to make a surplus. Some of this is transferred into our designated reserves to protect us from unforeseen budgetary pressures. The rest we transfer into our surplus fund. This is used to carry out improvements to the estate, like putting in the CCTV system on 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.

There is currently £567,352 in the surplus fund. However the Board have agreed that a minimum of £500k should be held as a total of designated reserves and surpluses.

There is therefore £301,008 to allocate at this stage although this amount should increase as surpluses are generated across the period of the plan.

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 below.

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

	<b>ITEM</b>	<b>APPROVAL</b>	<b>TIMESCALE</b>	<b>COST</b>
1	Funding balance of the cost for the upgrade of the football pitch once grants have been received Maximum £70k	Approved in 2017/20 plan.	September 2020	Maximum £70,000
2	Upgrading lighting in areas particularly prone to fly tipping	Subject to consultation	September 2020	Maximum £20,000
3	Repair and decoration of bin stores	Subject to consultation	March 2021	Maximum £20,000
4	Fencing/Boundary Hyperion House to Summers Road	Subject to consultation	June 2020	Maximum £20,000
5	Building planters for use by residents and RPRMO to enhance the look and feel of the estate	Subject to consultation	June 2010	Maximum £10,000. External funding will also be sought
6	Creating of bin store Hyperion House	Subject to consultation	March 2021	Maximum £5000

## 5. MANAGING RISKS

We have identified the 13 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 them. We will continue to monitor our risk register to ensure that the board is prepared for the challenges ahead.

	<b>Risk</b>	<b>Controls</b>	<b>Overall level of risk</b>
1.	Reduced allowances	<ul style="list-style-type: none"> <li>• Effective Business Planning</li> <li>• Identifying alternative sources of income</li> <li>• Development of new partnerships to deliver services in alternative ways</li> <li>• Sell services and expertise to other organisations</li> </ul>	<b>MEDIUM</b>
2.	Failure to resolve defects resulting in internal refurbishment programme, either in full or part	<ul style="list-style-type: none"> <li>• Ongoing engagement with Senior Lambeth Officers and members</li> <li>• Clear negotiating stance to deliver required outcomes for residents and protecting RPRMO budgets</li> <li>• Careful monitoring of all identified defects and recharging Council where appropriate.</li> </ul>	<b>HIGH</b>
3.	Lack of Stock condition information by Council. Possible failure of estate infrastructure and fire	<ul style="list-style-type: none"> <li>• RRPMO monitor break downs and condition of key elements and raise concerns in advance</li> <li>• Referrals made under terms of MMA</li> <li>• Ensure components are included in wider programmes where possible</li> </ul>	<b>MEDIUM</b>

	risk combined with lack of available capital resources from Lambeth		
4.	Impact of Grenfell Tower fire	<ul style="list-style-type: none"> <li>• RPRMO monitor ongoing requirements arising from Grenfell enquiry.</li> <li>• RPRMO work with Council to ensure recommendations arising from Fire Risk Assessments completed.</li> <li>• Enforcement of tenancy and lease conditions around fire risk</li> <li>• Regular estate inspections</li> </ul>	<b>HIGH</b>
5.	Impact of Universal credit and welfare reform on ability to collect rents.	<ul style="list-style-type: none"> <li>• Policy and procedures</li> <li>• Working in partnership with Lambeth to identify UC cases</li> <li>• Early intervention to encourage direct payments to be established</li> <li>• Ongoing encouragement of bedroom tax cases to move to alternative accommodation</li> <li>• Effective risk based arrears management</li> </ul>	<b>MEDIUM</b>
6	Residents are not actively involved in running of TMO	<ul style="list-style-type: none"> <li>• Ensure residents are able to engage at project level not just in formal structures</li> <li>• Look at innovative engagement initiatives through partners</li> <li>• Social value analysis of involvement and engagement activities</li> <li>• Active door knocking by Board members</li> </ul>	<b>MEDIUM</b>
7.	Board is not sustainable in medium and long term.	<ul style="list-style-type: none"> <li>• Increase wider level of engagement for all residents though door knocking and widening engagement methods</li> <li>• Develop effective training programme for Board including training in officer skills for non-officers</li> <li>• Encourage residents to attend Board meetings as observers</li> <li>• Invite special interest groups such as youth reps to attend Board meetings</li> <li>• Target under-represented groups to increase levels of involvement</li> </ul>	<b>MEDIUM</b>

8.	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"> <li>• Improved management of communal spaces to ensure that they cannot be used inappropriately</li> <li>• Continue to contact neighbourhood policing team</li> <li>• Monitoring of CCTV system and information sharing with police</li> <li>• Encourage residents to call police on non-emergency number where they witness low level ASB</li> <li>• Follow ASB policy and procedures</li> <li>• Publicise service standards</li> <li>• Take steps to mitigate low level ASB and neighbour nuisance through alternative interventions</li> </ul>	<b>LOW</b>
9.	Loss of key staff with associated local knowledge and skills	<ul style="list-style-type: none"> <li>• Ensure adequate training and policy and procedures in place</li> <li>• Proper record keeping on housing management and EDM systems</li> <li>• Delegation of roles and responsibilities to improve levels of cover</li> <li>• Effective staff management through appraisals and 121's</li> </ul>	<b>LOW</b>
10.	Ongoing pursuit of excellence through change	<ul style="list-style-type: none"> <li>• Staff and Board closely involved in writing Business Plan</li> <li>• Ambitions and targets clearly discussed at all team meetings and 121's</li> <li>• Ongoing engagement at local and national level to ensure recognition</li> </ul>	<b>LOW</b>
11.	Not achieving Lambeth key performance indicators	<ul style="list-style-type: none"> <li>• Put improvement plan in place promptly.</li> <li>• Review services.</li> </ul>	<b>LOW</b>

12.	Fraud and misappropriation of funds	<ul style="list-style-type: none"> <li>• Ensure robust financial procedures, reporting and checks in place.</li> <li>• Bank reconciliations by treasurer/Finance and Audit Committee.</li> <li>• Double authorities for any online banking.</li> <li>• Clear division of responsibility</li> <li>• Procurement procedures agreed</li> <li>• Employment of efficient external auditors</li> </ul>	<b>LOW</b>
13.	Brexit	<ul style="list-style-type: none"> <li>• Contractor performance will monitored in case of labour shortages</li> <li>• Possible impact on employment levels arising from economic recession and increased benefits take up</li> <li>• Ensure all of our community development activities continue to target all groups to avoid a loss of community cohesion</li> </ul>	<b>MEDIUM</b>

## **Appendices**

A. Jargon buster

B. Summary of management agreement - Our responsibilities

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

D. Financial Projects

E. Action plan 2014/17 Outcomes

F. 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.

<b>Term</b>	<b>Meaning</b>
<b>AGM</b>	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.
<b>KPI's</b>	Key Performance Indicators – areas that our performance is measured on.
<b>BME</b>	Black and minority ethnic - this denotes people and communities who are black, Asian or from other ethnic communities
<b>CDO</b>	Community Development Officer
<b>Decent Homes</b>	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.
<b>DLO</b>	Direct Labour Organisation – the repairs staff that we employ directly

<b>Housing Revenue Account (HRA)</b>	The Council's ring fenced account which covers income and expenditure on council housing only.
<b>Management Agreement</b>	A binding legal agreement between the TMO and the landlord organisation (Lambeth Council) setting out the services that the Council has delegated to RPRMO.
<b>Management Allowances</b>	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.
<b>National Federation of Tenant Management Organisations (NFTMO)</b>	An organisation which represents and advises tenant management organisations nationally.
<b>Right to Manage Regulations</b>	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.
<b>SWOT</b>	An acronym for an exercise which assesses an organisation's <b>S</b> trengths, <b>W</b> eaknesses, <b>O</b> pportunities and <b>T</b> hreats.

<b>Tenant Management Organisation (TMO)</b>	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.
<b>VFM</b>	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.

	Option in MA
<b>Chapter 1 General Provisions</b>	<b>RPRMC</b>
<b>Clause no.</b>	
1. Parties to the Agreement – Lambeth Borough Council and RPRMC	Standard
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

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
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
<b>Chapter 2 Repairs and Maintenance</b>	<b>RPRMC</b>
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
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 – Linked 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
<b>Chapter 3 Rents</b>	<b>RPRMC</b>
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
11.Bad debt - Not applicable	11A
12.Void/rent waiver - Not applicable	12A
<b>Chapter 4 Service charges</b>	<b>RPRMC</b>
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
<b>Chapter 5 Financial management</b>	<b>RPRMC</b>
1. Calculation and payment of allowances – Link to schedule setting out calculation	Standard
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
<b>Chapter 6 Tenancy management</b>	<b>RPRMC</b>
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	Standard
3. Selection of tenants – Local lettings policy for transfers (downsizing tenants), Council selects tenants for all other allocations	3D
4. Transfers - TMO administers transfer applications	4B
5. Intro tenants – TMO monitors Introductory Tenancies	5C
6. Variations to tenancy - Council makes variations to the tenancy agreement	6A
7. Breach of tenancy - TMO is authorised to end tenancies	7C
8. Ending and renewing flexible tenancies - The Council makes decisions following discussion with the Tenant Management Organisation	8B
9. Anti-social behaviour - TMO is authorised to deal with anti-social behaviour and harassment	8B
10. Residents disputes - TMO is authorised to deal with disputes	9B
11. Unlawful occupation - TMO takes action to terminate unlawful occupation	10C

12.Void dwellings - TMO manages void dwellings	11B
13.Right to exchange - TMO administers the Right to Exchange	13B
14.Right to assign - Council administers the assignment	14B
15.Applications to sublet - Council administers applications from tenants to sublet	15B
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
<b>Chapter 7 Staffing and relationship Council</b>	<b>RPRMC</b>
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
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
<b>Chapter 8 Performance, monitoring, reviewing</b>	<b>RPRMC</b>
1. The Tenant Management Organisation's performance standards - Set out in schedule	Standard
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
<b>Chapter 9 Definition of terms used in the Agreement</b>	<b>RPRMC</b>

## Appendix C – Strengths Weakness Opportunities Threats (SWOT)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Sound financial position</li> <li>• Good financial management</li> <li>• Policies and procedures</li> <li>• Good risk management</li> <li>• Strong commercial mind set</li> <li>• Active board made up of residents</li> <li>• Diverse Board</li> <li>• Board training and development</li> <li>• Good officer leadership</li> <li>• Recognising weaknesses</li> <li>• Contract management</li> <li>• Open to change</li> <li>• Community support</li> <li>• Good housing management performance</li> <li>• Good relationship with elected members</li> <li>• Strong relationship with Client Team</li> <li>• Good, communication between staff, residents and Board</li> <li>• Listening Organisation</li> <li>• Use of IT to improve efficiency</li> <li>• Flexible working by staff</li> <li>• Good and committed staff</li> <li>• Low staff turnover</li> <li>• Staff support one another</li> </ul>	<ul style="list-style-type: none"> <li>• Some services outside TMO control i.e. heating, hot water, lifts, roofs</li> <li>• No access to capital funding</li> <li>• TMO cannot shape or control capital spend</li> <li>• Poor standard of LBL major repairs</li> <li>• Tree maintenance controlled by LBL</li> <li>• Not enough parking</li> <li>• Low levels of wider resident involvement</li> <li>• Low staff turnover</li> <li>• Lack of flexibility/control over investment</li> <li>• Lack of Board succession strategy</li> <li>• Cultural change slow and some resistance to change</li> <li>• Lack of information regarding stock condition</li> <li>• Methods of collection of customer satisfaction</li> <li>• Sharing good practice across staff teams</li> <li>• Not all Board members actively participate or have required skill sets</li> <li>• Some board members do not understand operational environment</li> <li>• Council client team not always supportive</li> <li>• LBL Call centre</li> <li>• Leith House and 2 Fairview Place not in RPRMO management</li> <li>• Lambeth IT systems</li> </ul>

<ul style="list-style-type: none"> <li>• Direct labour organisation giving excellent and responsive service</li> <li>• Excellent Customer Service</li> <li>• Knowledge of community</li> <li>• Local office</li> <li>• Staff are accountable</li> <li>• Clean estate free of graffiti</li> <li>• Board attendance at meetings</li> <li>• Youth engagement</li> <li>• Excellent national reputation</li> <li>• Ongoing ambition to be the best</li> <li>• Low levels of ASB supported by CCTV</li> <li>• Strong Community Development function as part of core business of organisation</li> <li>• Creating and working in partnership</li> </ul>	
<p><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>• Training and development for staff and the board and residents</li> <li>• Resident workshops on various topics</li> <li>• Building community support</li> <li>• Providing support to tenants</li> <li>• Developing relationship with local businesses</li> <li>• Developing relationship with local councillors</li> <li>• Contractors – using local labour</li> <li>• Service sharing with other TMO's e.g. DLO, CDO, Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of participation</li> <li>• Poor relationship with some areas of Council</li> <li>• Board sustainability</li> <li>• TMO not managing risk i.e. finance, legislation changes</li> <li>• Welfare reform impacting upon community and performance</li> <li>• Lambeth taking services back/ending management agreement</li> <li>• Cost/inflation pressures on repairs and maintenance spend</li> </ul>

<ul style="list-style-type: none"> <li>● Wider IT training</li> <li>● Leaseholder involvement</li> <li>● Wider partnership working including with local colleges</li> <li>● Changing demographics of community</li> <li>● Novel service delivery models with greater resident involvement, e.g. social enterprise</li> <li>● Introduce customer relationship management system to enable communication and surveys via text, email</li> <li>● Board expenses allowance tied into responsibilities and skill set to encourage active membership</li> <li>● Expanding RPRMO to other council or housing association homes</li> <li>● Widen repairs Service too resident leaseholders and tenants</li> <li>● Taking on out of hours service</li> <li>● Taking on other services where it is financially beneficial and improves service</li> <li>● Provide a property management service to landlord leaseholders</li> </ul>	<ul style="list-style-type: none"> <li>● Increase in Buy to Let sales on estate</li> <li>● Security – feeling safe on estate</li> <li>● Cuts to allowances</li> <li>● Self-financing has been rejected by Council</li> <li>● Unknown level of future investment needs as a result of Grenfell fire</li> <li>● Shortage of Council Capital resources as a result of Grenfell fire</li> <li>● Poor Council knowledge of stock condition</li> <li>● Failure of building infrastructure</li> <li>● Poor delivery of internal improvement works by Council</li> <li>● Further major repairs carried out in unplanned manner impacting on leaseholder debt</li> <li>● Increasing levels of resident expectations cannot be met</li> <li>● Losing green spaces to development</li> <li>● Reductions in allowances from Lambeth BC</li> <li>● IT crash</li> <li>● Brexit causing economic instability – recession - increasing rent arrears – cost and availability of contractors</li> <li>● Office space limited</li> <li>● Staff concern for personal safety because of levels of ASB</li> <li>● Need to update vehicles because of ULEZ</li> <li>● High levels of fly tipping</li> <li>● Wider ASB fear in area around estate</li> <li>● Leaseholders won't pay Major Works bills</li> <li>● Subletting – repairs/stakeholders</li> <li>● Aging population</li> </ul>
---	---

## Appendix D – Detailed Financial Projections

<b>Budget Headings</b>	<b>Budget</b>		<b>Budget</b>		<b>Budget</b>
	<b>2020/21</b>		<b>2021/22</b>		<b>2022/23</b>
	<b>£</b>		<b>£</b>		<b>£</b>
<b>INCOME</b>					
M & M Allowances Lambeth	1,382,199		1,326,911		1,273,835
Bank Interest	2,500		2,500		2,500
T-Mobile - aerals	15,500		15,500		15,500
Miscellaneous Income	19,000		20,500		22,000
Leith House heating	6,825		7,000		7,250
CHP recharge	9,192		9,500		9,800
Leith House cleaning	2,750		2,750		2,750
<b>Total Budgeted Income</b>	<b>1,437,966</b>		<b>1,384,661</b>		<b>1,333,635</b>
Salary	550,555		550,555		550,555
Response Repairs	101,000		98,000		95,000
Gas Servicing	39,000		39,000		39,000
Lambeth Recharges	113,250		113,250		113,250
Grounds Maintenance	16,000		16,000		16,000

Estate Improvements	5,000		5,000		0
Communal Utilities	295,000		295,000		295,000
Caretaking	41,000		41,000		41,000
Legal Costs	18,000		18,000		18,000
Audit Costs	8,000		8,000		8,000
HR support	4,100		4,100		4,100
H&S	6,800		7,800		7,800
Office Costs	58,770		55,000		52,000
Community Development	47,500		47,500		45,000
Staff Training	10,000		10,000		7,500
Committee	9,900		9,900		8,500
Communications	3,500		3,500		3,500
Depreciation	13,000		13,000		13,000
<b>Total Budgeted Expenditure</b>	<b>1,340,375</b>		<b>1,334,605</b>		<b>1,317,205</b>
<b>SURPLUS/(DEFICIT)</b>	<b>97,591</b>		<b>50,056</b>		<b>16,430</b>
<b>Surplus Fund</b>	<b>624,396</b>		<b>649,452</b>		<b>665,882</b>
<b>Designated Reserves</b>	<b>283,554</b>		<b>308,554</b>		<b>308,554</b>
<b>Total Reserves</b>	<b>907,950</b>		<b>958,006</b>		<b>974,436</b>

## 12 – Appendix E – 2017/2020 Action plan outcomes

	<b>Business Plan 2017/2020</b>				<b>NOT STARTED</b>
					<b>COMPLETE</b>
	<b>Action Plan</b>				<b>ONGOING</b>
					<b>LATE</b>
	<b>Strategic objective 1: Delivering high quality homes and services</b>				
	<b>Create a clean, safe and welcoming environment with excellent facilities</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>	<b>Progress</b>
<b>Action</b>					
1	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	Sep-17	Contract completed

2	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	Dec 1920 Revised Date	Works have still not been completed and we have yet to get an agreement as to how this will be completed
3	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	01/03/18 - revised ongoing	Council are unable to confirm start date
4	Agree with residents the use of available surpluses	Spending plan agreed	Estate Director/ Board	Annual from February 2017	Priorities agreed
5	Ensure communal TV system is fit for purpose	New aerial system in place	Estate Director/ Maintenance Manager	Sep-17	COMPLETED
6	Deliver a high quality caretaking and grounds maintenance service	Increased level of resident satisfaction	Estate Director	Ongoing	Management structure has been changed to allow more joined up management. STAR and local surveys to take place in 2020

7	Improve landscaping and promote bio – diversity	New planting in place to specification in line with RSPB guidelines	Estate Director	Mar-20	Hyperion community garden completed in October 2020. Looking at developing other areas across the estate with additional funding. Ground Maintenance contract being retendered to include wider environmental objectives
8	Assess all available data to determine future investment needs for the estate	Stock condition survey obtained and validated	Estate Director	Mar-20	Self Financing initiative halted. Some stock condition and investment needs established. MOT inspections are delivering internal condition information
9	Work with police and other agencies to deal with nuisance and antisocial behaviour	Level complaints re ASB reduced	Estate Director/ Board	Ongoing	Regular contact ongoing. CCTV has been used to identify perpetrators of crime and ASB. Close working with police and Lambeth to deal with street sex workers

10	Increase level of lighting in communal areas	Lighting in place	Maintenance Manager	Sep-17	Work to areas identified complete. Will continue to monitor
11	Examine options for attracting funding to upgrade surface and lighting for football pitch	External funding obtained for upgrade	Maintenance Manager/ CDO	Sep-18	Funding from surplus agreed along with external funding
12	Upgrade signage on estate	New signage in place	Maintenance Manager/ Customer Services Manager	May-18	Complete
	<b>Delivering excellent services that respond to the changing needs of residents</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>	<b>Progress</b>
13	Update all existing service standards to ensure they are fit for purpose	Service Standards reviewed and updated	Estate Director	Ongoing	Service standards review schedule in place

14	Increase number of services available on line	Increased access to services	CDO	Ongoing	Initiatives under way to encourage use of website to report repairs and links to LBL services. Lambeth system currently not available
15	Enable residents to monitor services to enable them to drive service improvements	More residents involved in service monitoring	Estate Director/ Board	Ongoing	Block Reps in place to monitor caretaking
16	Carry out biannual satisfaction survey	Survey completed	Estate Director	May-18	Survey issued June 2018
17	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	Management of complaints identified as weakness and new process in place
18	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	Sep-17	Under way
19	Carry out preventative maintenance when repairs operatives	Reduction in number of response	Maintenance Manager	Mar-18	Under way

	are present in people's homes	repair orders by 10%			
20	Develop an 'MOT' style property maintenance function	Reduction in response repair orders by 10%	Maintenance Manager	Mar-19	MOT inspections have commenced
21	Review existing grounds maintenance contract to decide whether to extend by a further 2 years or retender the service	Contract in place	Estate Director	Jun-17	Retendering process under way
	<b>Creating a safe, green environment and reducing our carbon footprint</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>	<b>Progress</b>
22	Promote and facilitate increased levels of recycling	Council confirm level of recycling has increased	Estate Director/ Council	Ongoing	Recent discussions with Council suggest that level of contamination in recycling across all Council estates in

					increasing. This is largely a Council issue
23	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	Community Garden project to complete October 2019 with considerable community involvement. Work under way to encourage residents to take greater control of their environment
24	Work with Lambeth to increase the amount of solar energy generated on the estate	Increase in solar generation	Estate Director	Ongoing	Planning permission being sought to fix panels to more blocks
	<b>Strategic objective 2: Making our business stronger for the future</b>				
	<b>To make sure that our governance and staffing structure enables the successful</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>	<b>Progress</b>

	<b>operation of RPRMC</b>				
25	Develop a Board sustainability policy	Policy in place	Chair/ Secretary	ongoing	Topic discussed at September away day and action plan being developed. New members have been recruited
26	Work to ensure Board and membership is representative of the community	Regular Audit of Board	Chair/ Secretary	Ongoing	Will need to be carried forward into next plan and decide how relevant this is
27	Carry out annual Board appraisals to assess training needs and skills gaps to provide enhanced learning opportunities	Appraisals complete	Secretary	Annual in January	Appraisals Held for 2019 delayed. Active training programme on offer
28	Carry out evaluation of Board's activities/performance/ decisions annually	Training plan completed	Secretary	Annual by June	Will need to be carried forward into next plan
29	Increase membership of RPRMO to 50% of eligible households	Membership target met	Board	Mar-20	Will need to be carried forward into next plan and decide how relevant this is

30	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	Block reps being recruited. Wider strategy in development and will be central to next business plan
31	Ongoing review of staffing structure to it is fit for purpose	Staffing structure fit for purpose and within budget	Estate Director	Ongoing	Review complete
32	Make sure up to date staff policies and procedures are in place	Policy review schedule in place and kept to	Estate Director	Ongoing	Included in policy review schedule
33	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	Training needs assessed through appraisals. Universal programme in place for all staff.
34	Working to change the wider culture of residents to reinforce the rights and responsibilities	Satisfaction rates increase	Estate Director/ Board	Ongoing	Use of newsletters and 121 communications to ensure that residents are aware of

	of being part of the Roupell Park Community				responsibilities and limits of RP services
	<b>Ensure TMO remains on sound financial footing through effective financial management</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>	<b>Progress</b>
35	Ensure financial systems and procedures and are fit for purpose	Annual Audit continues to confirm confidence in systems	Finance Manager	Ongoing	Latest internal and financial audits fully satisfied with our financial systems
36	Increase amount in designated Contingency Reserve Fund to 25% of annual allowances	Designated reserves to desired level	Finance Manager	Mar-20	This has been impacted by late Council invoicing. Transfers continue to move towards target.
37	Consider ways of generating additional income by providing services to other TMOs/nearby Lambeth managed	Shared services explored and in place where appropriate to business	Estate Director	Ongoing	Ongoing discussions re gas servicing and with Cressingham Gardens

	blocks, local housing providers				
38	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	Sep-17	Business plan reviewed in light of revised allowance model
39	Explore options for future management and investment in Roupell Park including self-financing and stock transfer	Business model developed using external consultant	Estate Director	Mar-19	Closed
40	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	01/12/2017 Revise December 2018.	Where residents do not allow access we will only do H&S work
	<b>Strategic objective 3: Building a strong and cohesive community</b>				

	<b>An active and engaged community through improved communication and participation</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>	<b>Progress</b>
41	Build partnerships with other service providers and organisations to deliver a wider range of services offering increased value for money	Revenue savings in community development budget realised	CDO/Estate Director	Ongoing	Major network of partners in place.
42	Identify alternative sources of income through capital and revenue grants to enhance service delivery	External grants obtained	CDO	Ongoing	Significant external funding received for Summer Programme, football pitch and community garden.
43	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	Mar-18	Process being bedded in for CD function. Will need to develop model further for wider application

44	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	Increased use of Twitter and Facebook. Hi satisfaction already with way we keep people informed
45	Establish an effective youth forum with direct access to the Board decision making process	Youth forum operating	CDO	Mar-18	Youth Forum in place. Further development to be developed in new business plan
46	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	Review October 2019	Strategy approved at October 2018.
47	Identify external providers to support residents in a process of social	Providers identified and working on estate	CDO	Ongoing	Training providers in place and courses under way. Monthly surgeries being held

	inclusion including help in claiming benefits on line, making links to help people into employment and improved money management				with UC staff on estate.
48	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	Greater community involvement in planning service delivery and in developing community garden. Will be taken forward as key theme to 2020.23 business plan.
49	Maximise use of community centre	Community centre operates at 80% capacity	CDO	Ongoing	Usage increasing rapidly. Fully utilised over summer programme
50	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	CDO	Mar-20	Stay and play sessions recommenced 18 March with new volunteers. Partnership being

		receive accreditation			developed in light of running down of local council nursery.
--	--	-----------------------	--	--	--

### 13. Appendix F –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.

	<b>Business Plan 2020/2023</b>			
	<b>Action Plan</b>			
	<b>Strategic objective 1: Delivering high quality homes and services</b>			
	<b>Create a clean, safe and welcoming environment with excellent facilities</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>
Action				
1	Agree with residents the use of available surpluses	Use of surpluses agreed	Board	Annually
2	Actively engage the Council to provide all available stock condition data to determine future investment needs for the estate	Stock condition information made available	CC	Ongoing

3	Working with residents monitor quality of caretaking and grounds maintenance on the estate and review way that services are delivered to improve customer satisfaction	Regular satisfaction surveys completed and build on block rep system	STG	Ongoing
4	Work with police, partners and other agencies to deal with nuisance and antisocial behavior on the estate	Levels of fear for residents reduced to be monitored through surveys	SO	Annual
5	Upgrade football pitch to deliver a high quality surface which can be used by all members of the community using external finance and surpluses	Pitch in place	SO/EC	Dec 2020
	<b>Delivering excellent services that respond to the changing needs of residents</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>
6	Update all existing policies, procedures and service standards to ensure they are fit for purpose	Review timetable monitored and policies updated as required	SO	Ongoing
7	Increase number of services available on line	Services delivered	SO	Ongoing
8	Invest in staff training to ensure that they are able to deliver high quality services.	Training in place as part of appraisal process	SO	Annual
9	Work with residents to allow them to take direct control of services where they wish and ensure that they can enhance monitoring of to drive service improvements.	Services delivered by residents	SO	March 2023

10	Carry out biannual satisfaction survey	Survey complete	SO/EC	Oct 2020
11	Where satisfaction surveys and internal monitoring show that we are not delivering services to the desired quality, consult on and develop improvement plans to ensure standards are met.	Satisfaction levels increase	SO	Ongoing
12	Continue to offer a chargeable repair services to leaseholders including gas safety checks.	Increase in income from leaseholders	SO/RJ	Annual
13	Offer tenants chargeable repairs over and above our contractual obligations.	Service offered	CC/RJ	June 2020
14	Offer property management service to non-resident leaseholders wishing to let out their property	Service offered	SO	June 2020
15	Target our resources to deliver a more effective planned maintenance service for the estate and inside tenant's homes	Response repair budget falls	CC	Ongoing – measure annually
16	Examine the options of taking more services from the Council	Assessment made and reported to Board	SO	December 2020
17	Retender our major repairs and maintenance contracts	New contacts in place	CC	April 2021
18	Offer residents training to allow them to take on minor repairs and improvements in their home	Resident training programme agreed	CC	Sept 2020
19	Research the introduction of a Customer Relationship	Decision made by Board	SO/RJ	April 2021

	System.			
20	Make better use of existing office space through home working, hot desking and the use of mobile technology.	Assessment of options made.	SO/RJ	April 2021
21	Examine options for delivering our services to other organisations.	Services offered when opportunities present	SO	Ongoing
	<b>Creating a safe, green environment and reducing our carbon footprint</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>
22	Work with residents and in particular young people to increase the profile of green issues on the estate	Green issues becomes core driver in service delivery	SO/EC	Ongoing
23	Promote and facilitate increased levels of recycling	Levels of recycling increased	SO/LB L	Measured annually
24	Increase biodiversity and wildlife through green space improvements.	Bio diversity planned into all horticultural projects	SO/EC	Ongoing
25	Work with Lambeth to increase the amount of solar energy generated on the estate.	More solar panels in place	SO/LB L	March 2023
26	Develop more community gardens, allotments and residents led open spaces to produce green corridors through the estate	New garden areas in place	EC	March 2023 – measured annually
27	Working with residents to put up hanging baskets and planters to improve the look at feel of the estate.	Baskets and planters in place	SO	June 2020

26	Encourage the wider use of grassed areas on the estate to encourage wider health and well-being for residents.	Increased usage by community groups	EC	Ongoing
	<b>Strategic objective 2: Making our business stronger for the future</b>			
	<b>To make sure that our governance and staffing structure enables the successful operation of RPRMC</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>
27	Increase membership of RPRMO by offering incentives to join and become an active member.	Increased membership	Board/ SO	Annual
28	Develop a Board sustainability policy by encouraging active residents including members of the youth forum to become involved.	Increased Board membership	Board	Sept 2021
29	Carry out an assessment of Board members after 6 months of membership to ensure that they have the necessary commitment and skills base.	Assessments completed	Board	April 2021
30	Work to ensure Board and membership is representative of the community including targeted activity at underrepresented groups.	Board membership compared to estate demographic	Board	Annual
31	Carry out annual Board appraisals to assess training needs and skills gaps to provide enhanced learning opportunities.	Appraisals completed	Chair	Annual
32	Carry out evaluation of Board's activities/performance/decisions annually.	Evaluation included in annual report	SO/Chair	Annual

33	Investigate ways of incentivising Board membership including the payment of allowances based on attendance at meetings and training undertaken	Membership consulted on options	Board	Sept 2020
34	Increase the number of residents engaged in the consultation and involvement process.	More residents involved	Board/ SO	Ongoing
35	Ongoing review of staffing structure so that it is fit for purpose in relation to delivering service excellence within budgetary constraints.	Increased performance within budget	SO	Annual
36	Enhance national profile of RPRMO and ensure that our successes and achievements are publicised	Awards and invitations to participate in local and national events	Board/ SO	Ongoing
37	Carry out annual stock options appraisal	Appraisal complete and reported to Board	SO	Annual
	<b>Ensure TMO remains on sound financial footing through effective financial management</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>
38	Ensure financial systems and procedures and are fit for purpose including finance IT system and regular financial reporting	Clean financial audit	JM	Annual
39	Increase amount in designated Contingency Reserve Fund to 25% of annual allowances through transfer from surplus and a proportion of savings year on year	25% Achieved	SO/JM / Treasurer	March 2023

40	Consider ways of generating additional income by providing services to other TMOs/nearby Lambeth managed blocks, local housing providers	Services provided	SO	Ongoing
41	Carry out annual review of financial assumptions for a rolling 3 year period and part of the budget process.	Revue complete	SO/JM	Annual
42	Directly or through partner's access alternative sources of income through capital and revenue grants to enhance service delivery.	New income received	EC	Ongoing
	<b>Strategic objective 3: Building a strong and cohesive community</b>			
	<b>An active and engaged community through improved communication and participation</b>	<b>Measured By</b>	<b>Lead Person</b>	<b>By When</b>
43	To maintain strong partnerships and build new ones to deliver a programme to enhance the life chances of all our residents and give better value for money	Partnerships in line with organisational objectives in place	EC	Ongoing
44	Work with residents of all ages and backgrounds to ensure that their needs are taken into account when delivering our community development and participation activities	Evaluation of all events	EC	Ongoing
45	Working with residents and existing or new delivery partners, examine the development of Social Enterprises to deliver services on the estate.	Annual report to Board	SO/EC	Annual
46	Support residents to deliver community events themselves facilitated by RPRMO	Evaluation of all events	EC	A

47	Ensure all activities are subject to social value evaluation	Evaluations complete and reported to Board	EC	Annual
48	Improve communications with residents and other stake holders through social media improving our website and production of regular newsletters distributed by email and by hand	Satisfaction surveys	SO/EC	Annual
49	Evaluate communications mechanisms through measuring 'hits' and other interactions on the website and social media and through customer surveys.	Process in place	EC	April 2021
50	Seek to increase the breadth and depth of youth engagement activities and ensure that they actively input into the life of the estate.	Youth Forum membership increases and more involved in decision making	EC	Ongoing
51	Develop programme to support residents to maximise social inclusion including help in claiming benefits on line, making links to help people into employment and improved money management	Community consultation	All	Ongoing
52	Develop partnerships to alleviate hardship on the estate including with <ul style="list-style-type: none"> <li>➤ local credit unions</li> <li>➤ Debt advice agencies</li> <li>➤ Local hardship funds</li> <li>➤ Food banks.</li> </ul>	Partnerships in place	All	April 2021
53	To support increased child care provision for residents of Roupell Park	Increased children in childcare	EC	Annual