



ROUPELL PARK

RESIDENT MANAGEMENT ORGANISATION

Business Plan 2023 - 2026

Revision Number	Reason for Revision	Date	Adopted by Board
Plan 2020/23	Plan will expire April 2023	June 2019	March 2020
Operating Environment	Update of existing plan	August 2021	Nov 21
Working with Our Residents	Update of existing plan	August 2021	Nov 21
Managing Risk	Update of existing plan	August 2021	Nov 21
SWOT	New needed	April 22	April 22
Achievements 20/23	New assessment needed	Sept 22	Sept 22
Objectives	New targets needed	Oct 22	Nov 22
Performance etc	Update	Dec 22	
Action Plan	As per objectives	Dec 22	
Financial	New Allowance settlement	Jan 22	

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

Contents:

1. Introduction

2. Who are we?

2.1 Meet the Management Board

2.2 About our community

2.3 The operational environment in which we work

2.4 Our team

2.5 Our Management Agreement

2.6 What are we responsible for?

2.5.2 What is Lambeth Council responsible for?

3. What have we achieved during the last plan?

3.1 Our performance

3.2 Resident Satisfaction

4. How do we see ourselves?

5. What we aim to achieve

- 5.1 Our vision
- 5.2 Our mission and purpose
- 5.3 Our core values
- 5.4 Our objectives
- 5.5. Monitor our performance

6. Working for our residents

- 6.1 Taking things to the next level
- 6.2 Working in Partnership
- 6.3 Young People
- 6.4 Measuring
- 6.5 Communicating with our residents
- 6.6 Safeguarding

7. Managing our finances

- 7.1 Our Income

7.2 Financial Planning and Assumptions

7.3 Allowances and Income

7.4 Financial Projections

7.5 Designated Reserves

7.6 Surplus Fund

7.7 Proposals for use of surpluses

8. **Managing risk**

Appendices

Appendix A – Summary of Management Agreement

Appendix B – 3 Year Financial Projections

Appendix C – Outcome of Action plan 2020/23

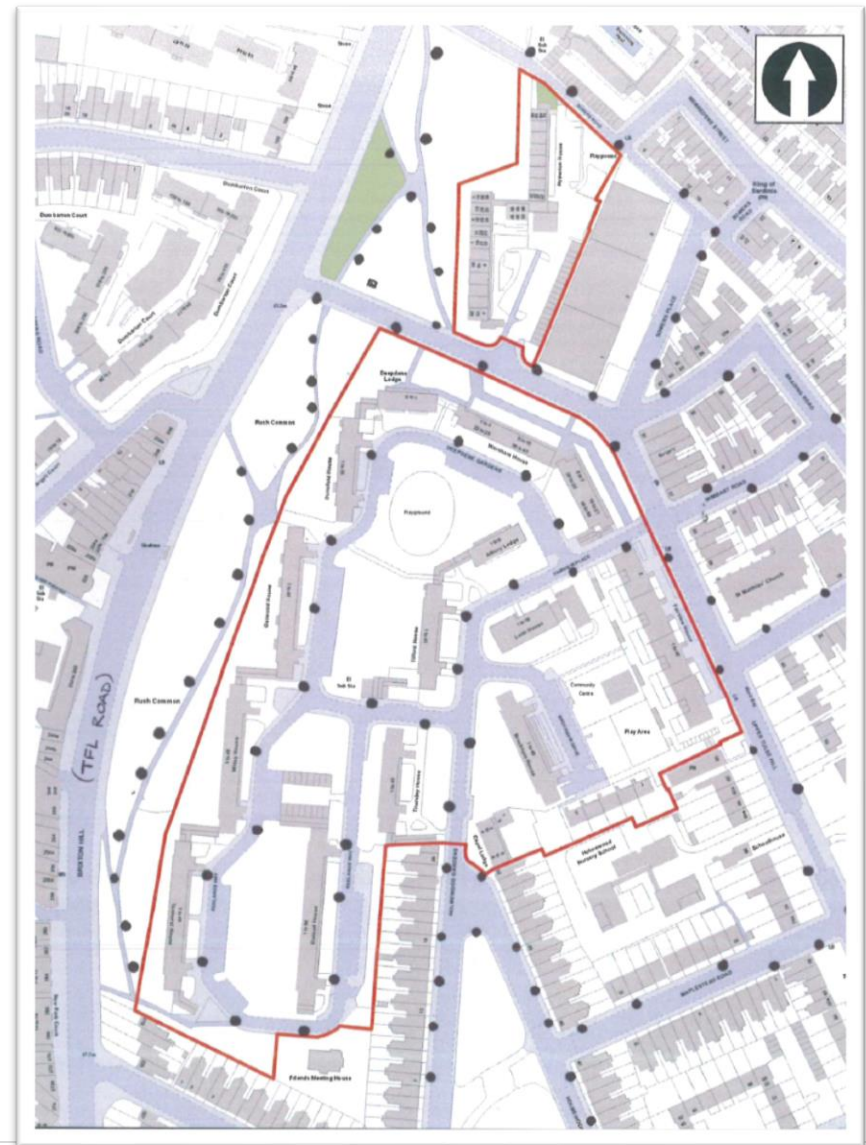
Appendix D – Action Plan 2023/26

1. INTRODUCTION

Roupell Park Resident Management Organisation (RPRMO) was set up in 1996 and was one of the first of 15 Tenant Management Organisations (TMO's) in the Lambeth.

RPRMO manages 572 homes (384 tenanted, 185 leasehold, 3 freehold). There are 15 blocks of flats (2 to 7 storey) centred round well maintained estate greens, a MUGA 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. However, the community would describe the estate as being very much part of Brixton.

This Business Plan covers a three year period until March 2026 and describes our plans and ambitions as to how RPRMO will work with our residents and 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 the central focus for all we do.



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

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

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

2. WHO ARE WE?

RPRMO 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.

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

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.

2.1 MEET THE MANAGEMENT BOARD

The membership of our board is follows:

Mary Simpson – Chair

Eddie Andrews - Secretary

Oni Idigu - Treasurer

Alex Ekumah

Molly Sinclair

Alieu Corneh

Sandra Yamoah

Agnes Nyuma

Jasper Osei

Simon Senior

Ethel Fosu

David McKinnon

Haroon Smith

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

2.2 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 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. 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 more than £750,000 and some flats on the estate selling for more than £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.

2.3 THE OPERATIONAL ENVIRONMENT WE WORK IN

Government Policy

The Housing White Paper issued by the Government marks a significant challenge to all housing providers, including RPRMO but is also encouraging as its central thrust is to ensure that residents have a greater say in the way their homes are run and to increase the level of accountability of landlords to them. This is in total accord with the ethos of RPRMO and the wider Tenant Management sector.

Central to the white paper is the creation of a Charter for social housing residents. The key themes are -

1. **To be safe in your home.** We will work with industry and landlords to ensure every home is safe and secure.

2. **To know how your landlord is performing**, including on repairs, complaints, and safety, and how it spends its money, so you can hold it to account.
3. **To have your complaints dealt with promptly and fairly**, with access to a strong ombudsman who will give you swift and fair redress when needed.
4. **To be treated with respect**, backed by a strong consumer regulator, and improved consumer standards for tenants.
5. **To have your voice heard by your landlord**, for example through regular meetings, scrutiny panels or being on its Board. The government will provide help, if you want it, to give you the tools to ensure your landlord listens.
6. **To have a good quality home and neighbourhood to live in**, with your landlord keeping your home in good repair.
7. **To be supported to take your first step to ownership**, so it is a ladder to other opportunities, should your circumstances allow.

The White Paper says that these changes will ensure that the needs of tenants are embedded in the culture of all landlords. A significant part of that will be a separate project to enhance the National Tenant Voice, which will allow tenants from across all social housing sectors to have a greater input into policy formulation.

A new housing regulator has been established with increased powers. For Roupell Park the regulator will focus on the following questions in the way residents feel about the way in which services are delivered.

1. Taking everything into account, how satisfied or dissatisfied are you with the service provided by RPRMO
2. Has RPRMO carried out a repair to your home in the last 12 months?
 - i) If yes, how satisfied, or dissatisfied are you with the overall repairs service given by RPRMO over the last 12 months
 - ii) How satisfied, or dissatisfied are you with the time taken to complete your most recent repair after you reported it?
3. How satisfied or dissatisfied are you that your landlord provides a home that is well-maintained?

4. Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that your landlord provides a home that is safe?
5. How satisfied or dissatisfied are you that RPRMO listens to your views and acts upon them?
6. How satisfied or dissatisfied are you that RPRMO keeps you informed about things that matter to you?
7. To what extent do you agree or disagree with the following? “RPRMO treats me fairly and with respect.”
8. Have you made a complaint to RPRMO in the last 12 months?
If yes, how satisfied, or dissatisfied are you with RPRMO’s approach to complaints handling?
9. Do you live in a building with communal areas, either inside or outside, that your landlord is responsible for maintaining?
If yes, how satisfied, or dissatisfied are you that RPRMO keeps these communal areas clean and well-maintained?
10. How satisfied or dissatisfied are you that RPRMO makes a positive contribution to your neighbourhood?
11. How satisfied or dissatisfied are you with your landlord’s approach to handling anti-social behaviour?

The White Paper says, ‘We will legislate to make it explicit that provisions in contracts between local authorities and Arms Length Management Organisations or Tenant Management Organisations would be deemed void if they hindered the Regulator of Social Housing in its exercise of its powers. Ahead of this, we will ask all local authorities that contract out social housing management services to review their contracts to ensure they do not hinder the Regulator of Social Housing in its exercise of its powers.’

The White Paper recognises that some Tenant Management Organisations do deliver services and additional benefits to their communities. However, it also says that that the responsibilities of Tenant Management Organisations and local authorities

needs to be clarified. Therefore, there will be a review of the existing right to manage guidance issued by the Department of Communities and Local Government. The terms of that review are not clear but will probably include a review of the Modular Management Agreement. However, it is also likely to give further opportunities for new TMO's to be established. RPRMO will through its role in the NFTMO play an active part in that review.

There will also be a review of the decent homes standard. The standard is likely to be raised and that will also include energy efficiency and safety. The property structures at Roupell Park are not suitable for the installation of passive energy efficiency measures. However, the existing communal heating system means that some energy savings are available. Further we already have solar panels fitted to 3 blocks and there is planning permission for panels on more. We will need to pressure the Council and other partners to ensure that these projects are realised.

The final significant new theme in the White Paper is an emphasis on increasing the wider wellbeing of residents. It is not specified how this will be measured but this is an area we already place a particular emphasis on through our community development function and our existing use of social value mechanisms to assess success. We will need to ensure that we remain able to demonstrate how we offer the extra value of what we do in line with any changes made.

Finally, the impact of the fire at Grenfell Tower continues to have an impact on the wider housing sector. The outcome of the public enquiry is unlikely to be known for some time. However, there is already a greater emphasis being placed on the management of fire safety on Roupell Park. Whilst we are well placed to ensure that works that are the responsibility of the organisation are completed there remain issues with monitoring works that are the responsibility of the Council.

RPRMO will continue to apply our local knowledge to the issue of fire safety and will if required carry out its own surveys in areas of particular concern, so that we are able to deliver a proactive service in this crucial area.

THE WIDER ENVIRONMENT

The Covid pandemic has transformed the world of work for both staff and residents. This meant that more services are available online and that for many people this will be their ongoing choice. The pandemic has also showed that any people, including Roupell Park staff will work from home at least some of the time. We will need to ensure that we ensure that we

continue to be able to deliver excellent customer service and adapt to the changed way that people want to access our services and our staff want to work.

This has however exposed an increasing digital divide and exposed some people to digital poverty, either because they are not able to afford access to high speed internet services or the necessary hardware to allow access to services or being able to work from home.

Perhaps the greatest impact on our residents is the cost of living crisis. Record inflation rates have meant that for most people their incomes have not kept up with prices. This is particularly true in relation to the cost of food and fuel. Many people will therefore have to make hard choices about what they spend their money on, with the risk that they and their children will go cold and hungry.

Many people also risk going into debt just to provide for the needs of their families in the short run.

Roupell Park staff have developed links to local food banks and debt advice agencies. This is not something we can do ourselves but we will make sure that people know where to go if they need help.

London Mayor

The London Mayor's housing strategy has 5 main elements in its vision

- building homes for Londoners
- delivering genuinely affordable homes
- high quality homes and inclusive neighbourhoods
- a fairer deal for private renters and leaseholders
- tackling homelessness and helping rough sleepers

The overall strategy in relation to Housing is included in the London plan produced in 2021.

The strategic target is for 50 per cent of all new homes delivered across London to be genuinely affordable. Specific measures to achieve this aim include:

- 1) requiring major developments which trigger affordable housing requirements to provide affordable housing through the threshold approach
- 2) using grant to increase affordable housing delivery beyond the level that would otherwise be provided
- 3) all affordable housing providers with agreements with the Mayor delivering at least 50 per cent affordable housing across their development programme, and 60 per cent in the case of strategic partners
- 4) public sector delivering at least 50 per cent affordable housing on each site and public sector landowners with agreements with the Mayor delivering at least 50 per cent affordable housing across their portfolio
- 5) industrial land appropriate for residential use delivering at least 50 per cent affordable housing where the scheme would result in a net loss of industrial capacity.
- 6) Affordable housing should be provided on site. Affordable housing must only be provided off-site or as a cash in lieu contribution in exceptional circumstances.

Lambeth Council

Lambeth's population is projected to grow from 326,700 in 2017 to 365,500 in 2035 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, the Oval cricket ground and global businesses.

Lambeth Council remain under pressure to deliver their existing commitments to deliver the Lambeth Housing Standard and work relation fire safety. Lambeth have already carried out works to most structural elements on Roupell Park. However, there are still some elemental works that will be required. It will be crucial to ensure that we continue to highlight these to ensure that they are included in future capital bids. Again, this may require work to carry out stock condition surveys in key areas. Building partnerships with Lambeth officers will be crucial in this process.

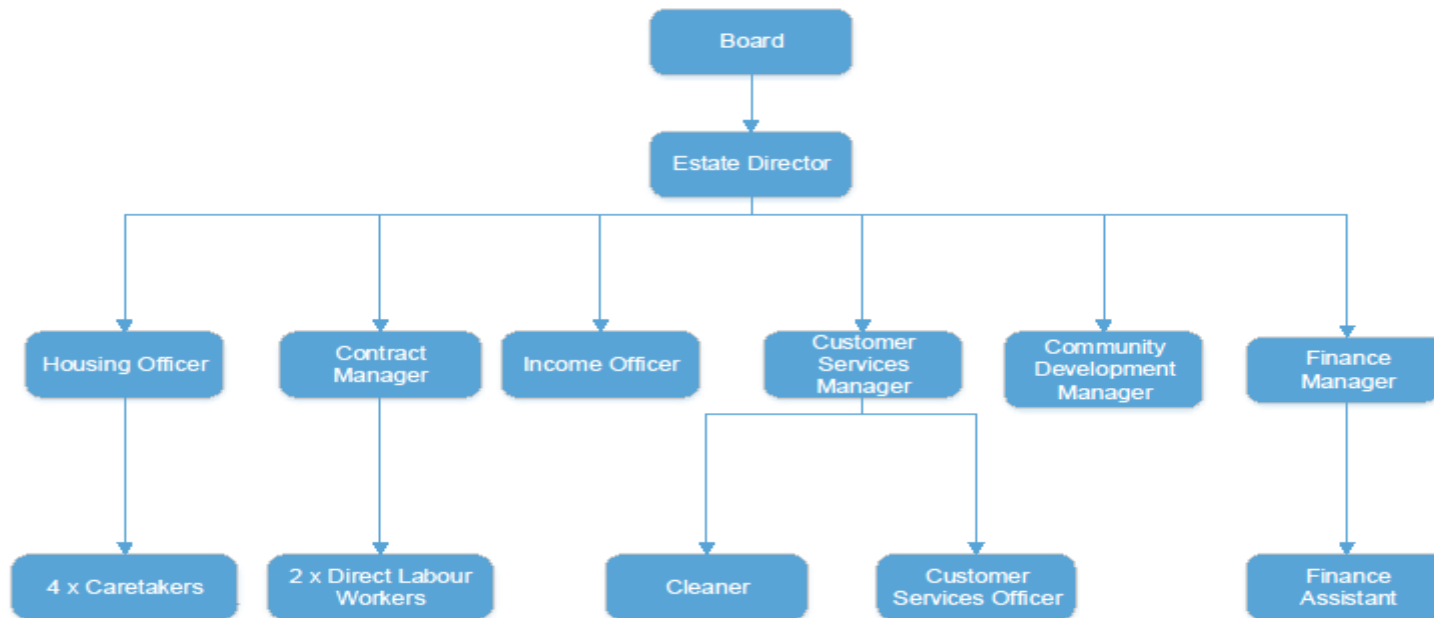
Housing and Tenant Management Organisations in Lambeth

Lambeth Council owns nearly 40,000 homes, of which about 70% are tenanted and 30% are leasehold.

Out of the 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. The remaining property is managed directly by Lambeth Council.

2.4 OUR TEAM

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



2.5 OUR MANAGEMENT AGREEMENT

RPRMO have entered into a Management Agreement with Lambeth Council which is a legally binding contract between the two parties and was last reviewed and updated in 2014. The agreement sets out the services that each provides. A detailed summary of the agreement is at Appendix A.

2.6 WHAT ARE WE RESPONSIBLE FOR?

General responsibilities

- Effective Governance including ensuring there is an effective and flourishing Board managing the organisation and managing an effective split between strategic and operational responsibilities.
- Ensuring decisions are made in an open and transparent way
- Increasing wider membership of RPRMO
- 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
- Ensuring that Lambeth Council
- Providing monitoring reports to the Council as required
- Publishing an Annual Report to you on our work and performance across all areas for which we are responsible
- Working with other agencies and community groups to identify, address the needs of our community
- Identifying the need for major works and lobbying the Council to programme these works

Repairs

- Providing responsive repairs and maintenance up to £5,000 per repair. In most cases we use our own direct labour organisation but we also employ our own contractors for services we cannot provide ourselves
- Providing annual gas servicing as servicing and repairs
- Repairing and maintaining electrical installations inside tenants' homes
- 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
- Delivering estate improvements
- Maintenance of our estate CCTV system
- Providing an emergency service outside office hours via the Councils contact centre
- 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 discarded fridges and sofas
- Managing the parking on your estate
- Pest control

We employ contractors to provide the following services for us

- Grounds maintenance
- Pest Control
- Parking enforcement
- Gas servicing and repairs
- Electrical repairs
- Specialist work that are not provided by our in house team

- Repairs to the Communal TV system
- Maintenance to the CCTV system for the estate

Housing Management

- Dealing with tenancy management issues including investigation into complaints of anti-social behaviour, unlawful occupancies, breach of tenancy or lease agreement, resident 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
- Monitoring tenants' rent payments and taking action when appropriate where tenants are in arrears
- 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
- Letting empty 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

2.7 WHAT IS LAMBETH COUNCIL IS RESPONSIBLE FOR?

- Communal heating repairs
- Lift repairs
- Entry phone repairs
- Repairs to communal lighting
- Maintenance of dry risers and lightning conductors
- Asbestos removal

- Maintaining the structure of the buildings
- All repairs over £5,000 including work to empty property
- Carrying our major works in consultation with RPRMO
- Tree maintenance
- Maintaining most roads and pavements on the estate
- Setting the rent
- Setting leaseholder service charges
- Collecting service charges in relation to major works
- Refuse collection

3. WHAT DID WE ACHIEVED DURING THE LAST PLAN?

Since we agreed our last business plan in 2020, we have worked hard to deliver better and better services to you, our residents. Some of our most notable achievements have been

- We have opened our new Multi Games Area which has been a long term objective. We received considerable external funding to do this. This has allowed us to offer new sports as well as involving new groups, particularly girls and young women and people with disabilities.
- 96% of our residents voted for the continuation of RPRMO to manage the estate and 86% thought we delivered a good or excellent performance.
- Not only did we continue to deliver a full range of services during the Covid pandemic we have also learned lessons from the changes we had to make to do so. We can now offer more services online and will continue to develop this. An example is that car parking permits are now a paperless system.
- Staff can work more flexibly and many are able to work only coming into the office occasionally. This saves travel time so meaning we are more productive and reduced our carbon footprint.

- We continue to deliver strong financial performance and to innovate in the way the finance team works. Our systems are entirely cloud based and paperless.
- We have expanded our caretaking service to 7 days a week. At the same time, we have recruited block reps to help us to monitor the services that we provide
- We have developed a new communications strategy so that we are able to reach out to all our residents in traditional ways as well as electronically.
- Our relationship with our residents continues to grow. We are proud ourselves in having open and 2 way communications. This means that we are honest about what we can and cannot do and our residents increasingly understand this. At the same time when we get it wrong, we put our hands up, put the problem right and learn next time. Perhaps most importantly we say sorry.
- We have procured 3 new maintenance contracts and have achieved better value for money by doing so.
- Our Direct Labour Organisation deliver a high quality cost effective service. We know this because resident satisfaction with their work remains incredibly high.
- The estate is a great place to live. Residents take huge pride in where they live and want to be involved in making it better. Visitors to the estate always say how brilliant it looks. They are often amazed we are a social housing estate.
- We have ensured that we increasingly look beyond the boundaries of the estate to improve the neighbourhood as a whole. This has included the sports department about the MUGA, parks to improve security on Rush Common and the police about the wider security fears of our residents, as well as Lambeth Housing. We have also continued to develop new partnerships with the voluntary sector and other agencies so we can deliver services we could not do without them.
- We have continued to build our national profile. We have won a further national award for the way we deliver services. Staff are also regularly asked to run seminars and training sessions so that we can pass on our expertise to other TMO's.

3.1 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 2021/22 financial year.

Description	Lambeth Standard	Outturn 2020/21	Target 2021/22	Outturn 2021/22
Rent Collected as % of annual rent role	99.5	99.6	105	105.2
Value of Arrears	NA	140,288	110,000	114,203
Current Arrears as % of rent role	NA	5.9	4.8	4.9
% Service Charge Collected	102	99	105	107
Average relet time (days)	25	28.6	23	26
% Gas services within 12 months of previous service	100	100	100	100
% Satisfied with repairs	95	98.6	100	96

% Repairs completed on time	97	100	100	100
% Complaints dealt with on target	90	100	100	86
% Tenancy checks completed	10	64.7	15	77

3.2 Resident Satisfaction

We carried out a resident satisfaction survey in November 2022. The questions asked matched those that we will need to respond to as part of the new regulatory framework which is described later in this document. This will give us a baseline against we can assess our progress going forward.

The results of the survey were as follows:

	Excellent	Good	Fair	Poor	Very Poor
Taking everything into account, how satisfied or dissatisfied are you with the service provided by Roupell Park Resident Management Organisation (RPRMO)?	34%	49%	9%	3%	2%
Has RPRMO carried out a repair to your home in the last 12 months?	Yes 55%	No 45%			

If yes, how satisfied, or dissatisfied are you with the overall repairs service given by RPRMO over the last 12 months?	50%	34%	8%	8%	0%
How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?	42%	34%	8%	16%	0%
How satisfied or dissatisfied are you that your landlord provides a home that is well-maintained?	28%	47%	23%	0%	2%
Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that your landlord provides a home that is safe?	26%	51%	15%	2%	1%
How satisfied or dissatisfied are you that RPRMO listens to your views and acts upon them?	19%	49%	15%	11%	6%
How satisfied or dissatisfied are you that RPRMO keeps you informed about things that matter to you?	28%	40%	26%	2%	4%
To what extent do you agree or disagree with the following? "RPRMO treats me fairly and with respect." Please score 1 to 5 where 1 is very much and 5 not at all	36%	32%	13%	11%	8%
Have you made a complaint to RPRMO in the last 12 months?	Yes 43%	No 57%			

If yes, how satisfied, or dissatisfied are you with RPRMO's approach to complaints handling?	15%	50%	15%	5%	15%
Do you live in a building with communal areas, either inside or outside, that your landlord is responsible for maintaining?	Yes 87%	No 13%			
If yes, how satisfied, or dissatisfied are you that RPRMO keeps these communal areas clean and well-maintained?	32%	44%	7%	10%	7%
How satisfied or dissatisfied are you that RPRMO makes a positive contribution to your neighbourhood?	30%	51%	15%	2%	2%
How satisfied or dissatisfied are you with your landlord's approach to handling anti-social behaviour?	19%	43%	8%	15%	6%

4. HOW DO WE SEE OURSELVES

Working together the Board and Staff looked at how we see ourselves as an organisation. We did this be not only looking at our Strengths and Weaknesses but also the opportunities that we felt we have over the next 3 years and the threats that may prevent us from realising our ambitions. We felt that this exercise was crucial for us if we could properly set out and achieve our objectives for the next three years.

The summary of those discussions as in the table below.

STRENGTHS	WEAKNESSES
<p>Flexible, Agile and Resilient IT infrastructure Governance Community Development Involvement of young people Partnership working Looking for new partners/stakeholders Strong Financially and with strong control systems Local responsive and accountable Knowledge of residents Explore opportunities – positive culture Business minded Diverse Board – range of skill sets We have a collective voice Strong driven team Acknowledge weaknesses and putting them right Ambitious See Lambeth as a positive partner Personal is as important as systems</p>	<p>Succession Skill sets of Board members Lack of control of capital investment and contracts</p>

OPPORTUNITIES	THREATS
<p>Develop new and existing partnerships New regulatory framework – knowing what our residents want Digital communications and access to services Increased IT links with contractors Selling our services e.g. to leaseholders including using online shop. Consultancy Influencing the wider neighbourhood and community Use of political influence Put ourselves out there more to show off our services and innovations Get service providers/partners to show off their services via “Pop Ups” Making best use of new regulatory framework. What is important to residents Use of technology to measure satisfaction, email, text, online surveys Tenant training and development</p>	<p>Impact of cost-of-living crisis Energy Costs Fire Safety Capital Investment Uncertainty over allowances</p>

5. WHAT WE AIM TO ACHIEVE

5.1 OUR VISION

**WORKING TOGETHER TO PROVIDE
HIGH QUALITY HOMES AND
CREATE A FAIR, STRONG AND
SUSTAINABLE COMMUNITY**

5.2 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.

5.3 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

5.4 OUR OBJECTIVES

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

Strategic Objective 1: Delivering high quality homes and services

Create a clean, safe and welcoming environment with excellent facilities
<ul style="list-style-type: none"> • Partner with other agencies and voluntary groups to improve the wider environment and quality of life in and around Roupell Park and in Lambeth as a whole • Work with Council and Councillors to ensure that future capital investment meets needs of residents • Ensure that our obligations in relation to Health and Safety are met
Delivering excellent services that respond to the changing needs of residents
<ul style="list-style-type: none"> • Fully comply with new regulatory framework so that services are delivered according to the needs and wishes of our residents • Make decision making open and transparent to all residents and partners • Develop our communications strategy to ensure that it meets needs of the whole community • Review office opening times and working practices to respond to changing resident needs
Creating a safe, green environment and reducing our carbon footprint
<ul style="list-style-type: none"> • Work with Council to deliver network of electric charging points across the estate • Work with partners to improve quality of planting and biodiversity on estate • Provide further bike parking facilities across the estate

Strategic Objective 2: Making our business stronger for the future

To make sure that our governance and staffing structure enables the successful operation of RPRMO
<ul style="list-style-type: none">• Ongoing review of staffing structures and functions• Examine service sharing with other organisations• Build relationships and act as a beacon of good practice within the tenant management movement and beyond• Develop further succession planning for key staff and board members
Ensure RPRMO remains on a sound financial footing through effective financial management
<ul style="list-style-type: none">• Apply for and receive external funding to allow the delivery on new projects outside the scope of our normal service delivery• Through effective budget making and control deliver surpluses to allow future investment to meet resident needs

Strategic Objective 3: Building a strong and cohesive community

An active and engaged community through improved communication and participation
<ul style="list-style-type: none">• Enhance and develop new collaborative working partnerships to deliver new services to residents and deliver better VFM.• Engage with residents and partners to respond to the cost of living crisis• Expand use of MUGA to new client groups and make it the centre of our health and wellbeing strategy

5.5 MONITORING OUR PROGRESS

Our business plan for 2020 to 2023 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 C.

At Appendix D we have attached an action plan against which we will measure the progress of delivering this plan through to 2026 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.

6. WORKING WITH OUR RESIDENTS

6.1 TAKING THINGS TO THE NEXT LEVEL

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 several 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?

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.

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 biodiversity and make it is a better place to live. We will rewild areas by growing wildflowers and planting new trees to encourage more insects and birds to live on the estate.

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 are able 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.

6.2 WORKING IN PARTNERSHIP

Partnership and effective collaborative working have been and remain key principles of Roupell Park's community development programme since it began in early 2015. We are fully committed to do all we can to deliver the best services to our residents, and our collaborative working underpins that.

To date, we have built over 30 effective partnerships which have helped us develop and evolve our community programme beyond the scope of our staff capacity and skill base, and beyond the scope of what we could have achieved otherwise. They have taken us to unexpected places and have enabled us to achieve and share numerous successes.

Every successful partnership needs an effective contract, but the success largely depends on the people and the relationships they create. Therefore, we consider investing fully in maintaining positive relationships with people our first priority.

RPRMO remains committed to achieving the following objectives, through collaborative partnerships:

1. To deliver a comprehensive, demand-led programme of activities across all age groups
2. To ensure best value for money outcomes, with limited staff resources and within our allocated budgets
3. To ensure best social value outcomes through monitoring and measuring performance outputs
4. To ensure access and commitment in securing external funds to maximise what we can offer (summer programme, youth forum)
5. To ensure that we continue making improvements to our physical environment through external funds so that we continue investing in our physical space; this way we will maximise return in both social value and monetary value

6. To ensure that cross-sector partnerships are represented so that we tap into the Corporate Social Responsibility commitments from large corporations
7. To maximise socially responsible procurement and to imbed social value when procuring major contractors, in line with the Social Value Act
8. To continue promoting success/best practice in the sector so that we maintain our beacon status
9. To develop technology partnerships to optimise how we engage our target audience and to have flexibility in how we deliver programmes

To deliver these aims we must remain ambitious and have the willingness to innovate and find better, more efficient, and/or more appropriate ways to do things.

6.3 YOUNG PEOPLE

Young People remain at the heart of our programme, and we are fully committed to offering a programme that will help them develop the best version of themselves. With our key partners, we are able to provide free access to a wide range of activities, largely aimed at confidence building, learning and academic attainment, social skills, and developing a positive and healthy self-image. This also indirectly addresses another key aim and that is reducing anti-social behaviour, related to young people. We are continuing to deliver core activities by providing:

- learning and education through the After School club
- holiday activities
- free access to sport
- activities for children with SEND

During the Covid pandemic and the digital switch we now have greater involvement from our younger demographic in things that concern them, such as the after-school club, half-term activities, the youth forum, and in wider matters and governance, such as Board representation. We are constantly addressing 'post code war' issues and are therefore encouraging inter-

estate partnerships. We will therefore continue to work with the 'SW2 Partnership', so that we can deliver services for young people across the area.

6.4 MEASURING

Since 2017, we have been fully committed to measuring social value outcomes, and we will continue to ensure that they are fully integrated into our business. Social Value outcomes are centred around measuring the wider non-financial impacts of our programme, especially related to the wellbeing of individuals and communities, and of the environment. These outcomes are less tangible, or less quantifiable, but this does not mean they are less important. It is paramount that we establish an effective monitoring strategy with each partner, so that we can make improvements to the programme, evaluate the value which our partners bring, as outlined in our social value strategy, and to evaluate our community development programme as a whole and the value it brings to the organisation and our community. However, we also recognise that there is a financial value to the work we do, albeit that in many cases this is difficult to quantify, particularly for one-off projects. This is especially important in cases where we want to benchmark our performance against others.

6.5 COMMUNICATING WITH OUR RESIDENTS

Roupell Park RMO is committed to giving access to services and providing information to our residents in the way that is most convenient to them. We know that many of our residents will want to talk with us face to face and on the phone. However, we know that for many digital communications is the best way of both communicating with us and accessing our services. We understand this and see digital communications as a way of enhancing our service delivery not a replacement of our existing methods. We will therefore work closely with residents as we develop so that we move forward in a way that is right for our community.

Where we are now?

The Covid 19 pandemic has changed the way in which most organisations work and has accelerated trends for moving services online. This has included staff working from home more often. However, the nature of RPRMO's services means that many of our core services, such as, caretaking and repairs, need to be delivered face to face.

As a resident management organisation, RPRMO has always prided itself on being accessible and responsive to its residents and we must not break that link. We know that many of our residents will continue to want to talk to us face to face or on the phone and we really welcome this and want it to continue. We are also aware that some of our residents expect us to deliver services digitally so that they can cut down their visits to the office or making phone calls. This would also contribute to us remaining leaders in the TMO sector.

Like most housing organisations RPRMO has been quite conventional in the way in which we have communicated with our residents although we have continued to evolve over time. This means that we have used: -

- Newsletters
- Letters to all residents or blocks about specific issues
- Questionnaires
- Posts and notice boards

Since 2016, we have also had a website that has generated considerable praise from outside organisations, including the Council, for its clarity and the breadth of information provided. We have ensured that all our communications are available online and that questionnaires could also be completed electronically.

During the pandemic we have been able to move some of our community development services online with great success. These have largely been targeted at young people, including the After School Club and the Youth Forum. However, this has not been successful for many groups, particularly for older people.

If we want more of our residents to be able to better use online services, not just ours, we will need to provide training for them, and this can only be done face to face. This is also true of many other employment and training activities, as well as projects designed to reduce levels of social isolation.

Where do we want to be?

We have already talked to our residents, and they are clear that they still want to see traditional, paper communications as a key part of our strategy. Rather, they see digital communications as an extra way of reaching out to people, which enhances existing methods for some people, but not all.

The nature of our residents means that many may not have the means or skills to access services digitally. We will need to examine why people may be resistant to accessing services digitally and to look at the costs of providing services, such as community wi-fi, compared to the demand for them. Enhancing skills and addressing digital confidence, or the lack of it, might be more important.

We need to improve our existing digital services. This means looking at the design and content of our website. We need to understand how many people are visiting and why. We need to look at which of our services we can deliver online. At the same time, we need to signpost services that are provided by others online, particularly by the Council in terms of rent and service charge payments, benefits, and repairs.

We will also want to examine how we can target communications, where this is useful, including using simple, 'three questions and one comment,' surveys about specific services.

We have had a Twitter account since 2017, which has been useful when communicating with other organisations, but with our residents.

We believe that other social media platforms may be a good way of enhancing our communications with our residents and that this could be a useful two-way process. We will examine how to do this so that it is a positive experience, including setting up a community forum. This would give our residents a chance to discuss things other than just those services we offer now, such as exchanging recipes or sharing knowledge and information about other topics and services.

Data Protection

We know that protecting people's privacy and data protection are crucial to everything we do both online and face to face and we have strict policies and procedures in place to cover this. We will need to keep this under regular review as our services develop.

6.6 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.

7. MANAGING OUR FINANCES

7.1 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.

7.2 Financial Planning Assumptions

The level of allowances is set in through a three year agreement between RPRMO and the Council. There are also annual adjustments according to costs incurred by us and the Council.

The Current agreement with the Council expired in March 2024 and changes can be expected at that stage, partly because of the renegotiation of Council repairs contracts. The overall level of income cannot therefore be accurately predicted. However an assumption has been made that there will be a 5% reduction in allowances from April 2024 but no change in April 2025.

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, to fund improvements to the estate and to leave reserves in place in case of a major short term or one off pressure.

7.3 Financial Projections

We have included in this business plan our projections for the financial position of RPRMO for the next three years until March 2026 and the details are set out at Appendix B.

Allowances have been set at £1,120,673. for 2023/24. This is projected to fall to £1,064,639 in 2024/25 and 2025/26.

This felt realistic as although there may be real term cuts in grant this will be compensated for through inflationary provision. With ongoing tight budgetary control, we are therefore projecting to make a small surplus across the term of the plan.

In doing so we are assuming some small cuts in expenditure. However these are felt to be manageable and the exact level of cuts, or growth will not be able to be determined until annual allowances are set. However, over the period of the plan we are in a financially strong position.

7.4 Surpluses and Designated Reserves

Annual surpluses are held accrued and shown separately in the RPRMO accounts. At the end of 2021/22 these totalled £712,063 and any surplus made in 2022/23 will be added to this. The Board have agreed that total surpluses must never fall below £500k. The total of surpluses is split into 2 funds.

7.5 Designated Reserves

Designated reserves are generated from surpluses but are kept separately to ensure that unexpected financial pressures can be met. The last Business Plan set a target that reserves should amount to 25% of annual allowances. At the end of 2021/22 designated reserves stood at £333,354. This is 30% of allowances and as such we have met our target and remain in a financially secure position. It also means that we do not need to add any further funds to designated reserves.

7.6 Surplus Fund

The rest of the total surpluses are held in the surplus fund. At the end of 2021/22 this totalled £378,397. Any surpluses made in 2022/23 will be added to this. The Surplus Fund is used to carry out improvements to the estate, like putting in the CCTV system on the estate or building the new MUGA. These are projects that otherwise could not be done and it gives residents a real say in the way we spend their money.

7.7 Proposals For use of Surpluses

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.

	ITEM	APPROVAL	TIMESCALE	COST
1	Providing 50 new Bike Storage Places	Subject to Consultation and planning approval		Maximum £20,000
2	Improve quality of boundary along Upper Tulse Hill	Subject to Consultation		Maximum £20,000
3	Improve Fencing/Boundary Hyperion House to Summers Road	Subject to consultation		Maximum £15,000
4	Improving boundary fencing to Deepdene Lodge	Subject to consultation		Maximum £10,000
5	Improving Green environment of estate to improve biodiversity and overall look at feel	Subject to consultation		Maximum £20,000. External funding will also be sought
6	Landscaping area between Elstead House and rear of Holmwood Gardens	Subject to consultation		Maximum of £20,000. External funding will also be sought

8. 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.

	Risk	Controls	Overall level of risk
1.	Reduced allowances	<ul style="list-style-type: none"> • Effective Business Planning • Identifying alternative sources of income • Development of new partnerships to deliver services in alternative ways • Sell services and expertise to other organisations 	MEDIUM
2.	Failure to resolve defects resulting in internal and external refurbishment programme, either in full or part	<ul style="list-style-type: none"> • Ongoing engagement with Senior Lambeth Officers and members • Clear negotiating stance to deliver required outcomes for residents and protecting RPRMO budgets • Careful monitoring of all identified defects and recharging Council where appropriate. • Complete works delegated to RPRMO to resolve internal defects and recharge LBL for cost. • Monitor ongoing external defects and ensure that serious failures are resolved by LBL on one off basis. • Ensure that RPRMO are kept informed of wider defects negotiations. • Where defects works are carried out by LBL ensure proper quality control mechanisms are in place. 	HIGH

3.	Lack of Stock condition information by Council.	<ul style="list-style-type: none"> • RPRMO monitor break downs and condition of key elements and raise concerns in advance • Referrals made under terms of MMA • Ensure components are included in wider programmes • RPRMO to use own knowledge of estate to identify areas of risk and where necessary to complete own stock condition survey 	MEDIUM
4.	Fire Risk Management	<ul style="list-style-type: none"> • RPRMO complete all recommendations made by LBL that are its responsibility. • RPRMO monitor LBL actions to ensure that issues are resolved and that works are completed in consultation • RPRMO to use own knowledge of estate to identify areas of risk and where necessary to complete own stock condition survey • Bring identified hazards to attention of LBL where it is their responsibility to resolve • Enforcement of tenancy and lease conditions around fire risk • Regular estate inspections • Use HHSRS standards to ensure compliance of homes, including electrical installations and use of materials 	HIGH
5.	Debt levels due to recession and economic environment	<ul style="list-style-type: none"> • Follow Policy and procedures • Working in partnership with Lambeth to identify UC cases • Establish further links with debt counselling agencies and arrange surgeries on estate • Early intervention to encourage direct payments to be established and prevent debt escalation • Effective risk based arrears management 	MEDIUM
6	Residents are not actively involved in running of TMO	<ul style="list-style-type: none"> • Ensure residents are able to engage at project level not just in formal structures • Look at innovative engagement initiatives through partners • Social value analysis of involvement and engagement activities 	MEDIUM

		<ul style="list-style-type: none"> • Active door knocking by Board members • Use of electronic media to reach a wider group of residents and enhance quality and quantity of communications 	
7.	Board is not sustainable in medium and long term.	<ul style="list-style-type: none"> • Increase wider level of engagement for all residents though door knocking and widening engagement methods • Develop effective training programme for Board including training in officer skills for non-officers • Encourage residents to attend Board meetings as observers • Invite special interest groups such as youth reps to attend Board meetings • Target under-represented groups to increase levels of involvement 	MEDIUM
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"> • Improved management of communal spaces to ensure that they cannot be used inappropriately • Work with local police to encourage active involvement in criminal behaviour. • Monitoring of CCTV system and information sharing with police and other agencies • Work with Council to upgrade lighting and CCTV in surrounding areas, in particular Rush Common • Work with Council and Police to deal with ASB Brixton Hill • Assess capital bids for security improvements to combat unauthorised access to blocks. • Encourage residents to call police on non-emergency number where they witness low level ASB • Follow ASB policy and procedures • Publicise service standards • Take steps to mitigate low level ASB and neighbour nuisance through alternative interventions 	MEDIUM

9.	Loss of key staff with associated local knowledge and skills	<ul style="list-style-type: none"> • Ensure adequate training and policy and procedures in place • Proper record keeping on housing management and EDM systems • Delegation of roles and responsibilities to improve levels of cover • Effective staff management through appraisals and 121's 	LOW
10.	Ongoing pursuit of excellence through change	<ul style="list-style-type: none"> • Staff and Board closely involved in writing Business Plan • Ambitions and targets clearly discussed at all team meetings and 121's • Ongoing engagement at local and national level to ensure recognition 	LOW
11.	Not achieving Lambeth key performance indicators	<ul style="list-style-type: none"> • Put improvement plan in place promptly. • Review services. 	LOW
12.	Fraud and misappropriation of funds	<ul style="list-style-type: none"> • Ensure robust financial procedures, reporting and checks in place. • Bank reconciliations by treasurer/Finance and Audit Committee. • Double authorities for any online banking. • Clear division of responsibility • Procurement procedures agreed • Employment of efficient external auditors 	LOW
13.	Brexit	<ul style="list-style-type: none"> • Contractor performance will be monitored in case of labour shortages • Possible impact on employment levels arising from economic recession and increased benefits take up • Ensure all of our community development activities continue to target all groups to avoid a loss of community cohesion • Labour and material shortages • Price rises lead to increased levels of poverty 	MEDIUM

14	Pandemic preparation	<ul style="list-style-type: none"> • Continue to monitor infection rates and Government Guidance • Maintain stocks of PPE • Continue to review working patterns to ensure ongoing service delivery • Review experiences of Covid Pandemic to prepare future pandemic contingency plan include board • Monitor knock on effects of staff shortages for contractors and supply shortages • Possible impact on employment levels arising from economic recession and increased benefits take up 	MEDIUM
15	Cost of Living Crisis	<ul style="list-style-type: none"> • Develop partnerships with food banks and debt advice organisations to ensure effective referrals. • Maintain regular contact with households identified as vulnerable to ensure their wellbeing • Take balanced view between support and enforcement in relation to rent arrears. • Be aware of staff circumstances and support and advice as required 	MEDIUM

Appendices

A. Summary of management agreement

B. 3 Year Financial Projections

C. Action Plan 2020/23 Outcomes

D. Action Plan 2023/26

Appendix A – 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
Chapter 1 General Provisions Clause no.	RPRMC
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
Chapter 2 Repairs and Maintenance	RPRMC
1. Repairs TMO is responsible for responsive repairs as set out in schedule 1 Annex A	1B
2. Repairs Council is responsible for some repairs as set out in schedule 1 Annex B	2B
3. Failure to repair – Procedure if either party fails in its repairing duties as set out in the Agreement	Standard
4. Major Works: Initiation by the Council – Council can draw up proposals for major works and must consult the TMO	Standard
5. Requests for Major Works by the Tenant Management Organisation – TMO can request the Council to do major works	Standard
6. Major works – Both the Council and/or the TMO may be responsible for major works	6D

7. Partnering contracts made by the council with third parties in respect of major works – TMO does not have right to take on major works of part of Council partnering contract	Standard
8. Replacement repairs – Replacement of component parts and improvements is a Council responsibility	Standard
9. Insurance - Council makes insurance claims - TMO carries out repairs of its responsibility	9B
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
Chapter 3 Rents	RPRMC
1. Confidentiality and procedures –TMO will treat all information as strictly confidential	Standard
2. Rent collection- TMO administers collection of rent into Council's bank account	2B
3. Arrears control – TMO manages all aspects of rent arrears	3E
4. Starting date arrears – TMO manages all rent arrears stating date of agreement	4C
5. Former tenant arrears - Council function	5A
6. HB payments- Not applicable	6A

7. Setting rent payable by tenants – Councils sets the total rent	Standard
8. Notification of rent - Council function	8A
9. Payment of rent due - Not applicable	9A
10.Void allowance - Not applicable	10A
11.Bad debt - Not applicable	11A
12.Void/rent waiver - Not applicable	12A
Chapter 4 Service charges	RPRMC
1. Confidentiality and procedures - TMO will treat all information as strictly confidential	Standard
2. Information - TMO will keep accurate information to enable the Council to collect service charges	Standard
3. Service charge and ground rents billing and collection - Council function	3A
4. Service charge and ground rent arrears – TMO manages arrears	4B
5. Consultation under S.20 of Landlord and Tenant Act 1985 Council function	5A
6. Supplementary provisions in relation to clause 5 Each party will provide information as required for the other party to fulfil its obligations	Standard
7. Other provisions under Landlord and Tenant Act 1985 – Supplying regular statement of accounts to leaseholders - Council function	7A

8. Payment of service charges to the Council - Council function as Council collects service charges	8A
9. Financial incentives and penalties for TMO if collecting arrears	Standard
Chapter 5 Financial management	RPRMC
1. Calculation and payment of allowances – Link to schedule setting out calculation	Standard
2. Payment of allowances - Council pays TMO allowance as set out in schedule	2B
3. Payment of expenses - TMO receives allowances from the council and pays its own expenses	3B
4. TMO's banking arrangements - TMO maintains bank accounts as it sees fit	4B
5. Financial control and accounting standards – Link to financial procedures set out in schedule. TMO must provide Council with budget, quarterly revenue report and annual accounts	Standard
6. Financial year – Runs from April to March	Standard
7. Restriction on investments – TMO must be able to access its funds with maximum 3 months' notice	Standard
8. Reserve Funds - TMO must maintain a reserve fund	8B
9. Major works account Not applicable	9A
10. Financial report & surplus - TMO provides reports and creates surplus fund	10B
11. Loans to the TMO – Council can provide the TMO with a loan or must give written reasons for a refusal	Standard
12. Interest of payments - Either party can charge interest on late payments	12B

13. Set off payments- Either party can deduct money owed from payments due	13B
Chapter 6 Tenancy management	RPRMC
1. Information to applicants and new tenants – Council must provide information about the TMO Link to procedure for TMO introductory meetings with new tenants	Standard
2. Consultation between TMO and Council – Council must consult TMO before altering its allocation scheme and must consider TMO’s proposals	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. Resident 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
Chapter 7 Staffing and relationship Council	RPRMC
1. Transferring staff and protecting employment under TUPE regulations – not applicable -	Standard
2. Employment of staff- TMO employs its own staff and recruitment policy and terms and conditions of employment are included in schedules	Standard
3. Secondment of staff - not applicable	3A
4. Employment of contractors- TMO maintains its own approved contractor list	4B

5. Access to Council officers - Council must make sure TMO has access to council officers	Standard
6. Liaison officers – Council nominates council officer to be liaison officer between council and TMO	Standard
7. TMO Liaison committee – Council to set up a TMO Liaison committee where more than one TMO in the borough	Standard
8. Council's nominee - Council does not have nomination rights to the board	8A
9. Help to the TMO – Council must consider all requests for help form the TMO	Standard
10. Service of notices – How and on who in the TMO or Council formal notices should be served	Standard
11. Misdirected notices – How to deal with misdirected notices	Standard
12. Notice of legal proceedings – Each party must inform the other of any legal proceedings	Standard
13. Information to be provided - Each party must provide the other party with information it needs to comply with the Agreement	Standard
14. Changes in management or ownership – Council must inform the TMO of any proposed changes at the earliest possible stage	Standard
15. Statutory consultation- Council complies with statutory consultation requirements	15A
16. Non-statutory consultation – Either party can carry out consultation as it thinks desirable but should inform the other party	Standard

17. Complaints about the Tenant Management Organisation's or council's performance as manager of the property dwellings	Standard
18. Disputes and arbitration Link to procedures set out in schedules	Standard
19. Information to the Secretary of State - Either party must provide information to Secretary of State as requested	Standard
Chapter 8 Performance, monitoring, reviewing	RPRMC
1. The Tenant Management Organisation's performance standards - Set out in schedule	Standard
2. The Council's performance standards - Set out in schedule	Standard
3. Regular monitoring and development meetings Council and TMO should hold periodic monitoring meetings	Standard
4. Annual review – TMO reviews its performance and send report to council and residents	Standard
5. Equalities and diversity Council reviews effectiveness of TMO's Equalities procedures	Standard
6. Periodic and special reviews – Council may carry out a review of TMO's performance not more frequently than once every 3 years	Standard
Chapter 9 Definition of terms used in the Agreement	RPRMC

Appendix B – 3 Year Financial Projections

Budget Headings		Budget	Budget	Budget
		2023/24	2024/25	2025/26
		£	£	£
Description				
INCOME				
M & M Allowances Lambeth		1,120,673	1,064,639	1,064,639
Bank Interest		2,000	3,000	3,000
Mobile Mast Elstead House		15,500	15,500	15,500
Miscellaneous Income		25,000	28,000	28,000
Community Development		5,000	7,500	10,000
Total Budgeted Income		1,168,173	1,118,639	1,121,139
EXPENDITURE				
Salary related		656,913	656,913	656,913
Repairs & Maintenance		218,600	210,000	208,600
DLO		18,610	15,000	15,000
Estate Management		58,000	56,000	54,000
Central Costs		98,400	95,400	92,400
Community Development		57,300	55,000	52,500
Committee		3,890	3,890	3,890
Depreciation		14,000	14,000	14,000
Total Budgeted Expenditure		1,125,713	1,106,203	1,097,303

SURPLUS/(DEFICIT)		42,460	12,436	23,836
Transfer to Reserves				
Contingency/Surplus		42,460	12,436	23,836
TOTAL		0	0	0

Appendix C – Outcome of 2020/23 Action Plan

						NOT STARTED
						CLOSED
						ONGOING
						LATE
	Business Plan 2020/2023					Progress
	Action Plan					
	Strategic objective 1: Delivering high quality homes and services					
	Create a clean, safe and welcoming environment with excellent facilities	Measured By	Lead Person	By When		
Action						

	1	Agree with residents the use of available surpluses	Use of surpluses agreed	Board	Annual	No further spend authorised after last plan agreed. MUGA and bis shed doors completed November 2021
	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	The Council have appointed consultants to carry out a wider stock condition survey. Roupell Park have inputted into process but have significant concerns about scope.
	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	Surveys carried out by block but responses have been poor. This will need to be reviewed. Block reps in place. Will recommence spring 2023
	4	Work with police, partners and other agencies to deal with nuisance and antisocial behaviour on the estate	Levels of fear for residents reduced to be monitored through surveys	SO	Annual	Good relationship built with police to deal with ASB on and off the estate. Active engagement re several cases and wider nuisance and in relation to Rush Common.

	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-20	Whilst this was delayed until December 2021 this was a complicated project needing external funding. A major success for the estate.
		Delivering excellent services that respond to the changing needs of residents	Measured By	Lead Person	By When	
	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	Reviews carried out according to a timetable and up to date
	7	Increase number of services available online	Services delivered	SO	Ongoing	The website is being updated to allow further services to be made available. Currently residents can request repairs and report other issues via website and there are links to a range of Council services e.g. rent payments. Bulk email system has been established.

	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	Wide range of staff training has been offered to all staff. Mandatory training has taken place in relation to safeguarding and mental health.
	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	Mar-23	This initiative was not taken forward. Issues around service charge setting and benefits for individuals could not be resolved. The Covid pandemic also limited resident engagement.
	10	Carry out biannual satisfaction survey	Survey complete	SO/EC	Oct-20	Covid resulted in delay. Survey completed November 2022
	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	Satisfaction surveys are carried out in relation to repairs and caretaking. Where we receive low satisfaction reports we investigate them on an individual basis to explore lessons learned.

12	Continue to offer a chargeable repair services to leaseholders including gas safety checks.	Increase in income from leaseholders	SO/RJ	Annual	Basic repairs are delivered to leaseholders where capacity allows. Gas service has not been delivered as contractor already operates in the private sector. We therefore cannot arrange this service.
13	Offer tenants chargeable repairs over and above our contractual obligations.	Service offered	CC/RJ	Jun-20	We do this where possible especially for vulnerable residents.
14	Offer property management service to non-resident leaseholders wishing to let out their property	Service offered	SO	Jun-20	After assessment it was decided we do not have the expertise to do this at this stage.
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	A programme had commenced of MOT planned repairs. However this was cancelled because of Covid. This now needs to be restarted. Work on communal areas continues.
16	Examine the options of taking more services from the Council	Assessment made and reported to Board	SO	Dec 21	The board have agreed that no additional areas should be taken on unless there is a financial benefit to RPRMO and a service benefit to residents. To date no

						services have met both criteria.
17	Retender our major repairs and maintenance contacts	New contacts in place	CC	Apr-21	Complete June 2021	
18	Offer residents training to allow them to take on minor repairs and improvements in their home	Resident training programme agreed	CC	Sep-20	Covid prevented us from taking this forward. We currently do not have capacity to offer this service	
19	Research the introduction of a Customer Relationship System.	Decision made by Board	SO/RJ	Apr-21	This is complicated by our use of the Lambeth telephony. Lambeth have introduced more advances processes	
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	Apr-21	Covid has facilitated more flexible working patterns and the office is now frequently under occupied. We will need to address whether this is an opportunity for sharing facilities with others going forward.	

21	Examine options for delivering our services to other organisations.	Services offered when opportunities present	SO	Ongoing	We have offered services to 2 organisations so far and will continue to explore opportunities.
	Creating a safe, green environment and reducing our carbon footprint	Measured By	Lead Person	By When	
22	Work with residents and in particular young people to increase the profile of green issues on the estate	Green issues become a core driver in service delivery	SO/EC	Ongoing	We have worked extensively with the Youth Forum on green issues. Young people were also extensively involved in the design of the community garden, with a particular emphasis on encouraging biodiversity.
23	Promote and facilitate increased levels of recycling	Levels of recycling increased	SO/LBL	Measured annually	We have worked extensively with Lambeth Council on this and have arranged for additional recycling bins to be provided although there will be no more. High levels of contamination of recycling waste continues. This is now an LBL issue.

	24	Increase biodiversity and wildlife through green space improvements.	Biodiversity planned into all horticultural projects	SO/EC	Ongoing	As noted above the community garden design had biodiversity as a core element in the design. We have also engaged with two outside agencies to develop new areas. Our gardening contract only allows for organic herbicide use and we are working with them on no cut areas across the estate.
	25	Work with Lambeth to increase the amount of solar energy generated on the estate.	More solar panels in place	SO/LBL	Mar-23	Planning applications have been approved with our support for additional panels on the estate. These have not been progressed by the Council.
	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	Whilst we have consulted on this but has not been progressed we have not progressed this further.
	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	Jun-20	FRA restrictions mean that all communal areas must be kept 'sterile' which does not allow us to progress this.

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	Covid restrictions did not allow this to be progressed. Future activities in relation to health and wellbeing will centre on the MUGA.
	Strategic objective 2: Making our business stronger for the future				
	To make sure that our governance and staffing structure enables the successful operation of RPRMC	Measured By	Lead Person	By When	
27	Increase membership of RPRMO by offering incentives to join and become an active member.	Increased membership	Board/S O	Annual	Covid restrictions did not allow door knocking. Some progress was made during continuation ballot but remains an issue
28	Develop a Board sustainability policy by encouraging active residents including members of the youth forum to become involved.	Increased Board membership	Board	Sep-21	A sustainability strategy was submitted to the Board. New members have been appointed to the Board and we will need to address this issue further.

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	Ongoing	This has not been carried. Dates need to be fixed.
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	The Board is diverse with a good mix of members.
31	Carry out annual Board appraisals to assess training needs and skills gaps to provide enhanced learning opportunities.	Appraisals completed	Chair	Annual	Appraisals for 2022 complete - scheduled for January 2023.
32	Carry out evaluation of Board's activities/performance/ decisions annually.	Evaluation included in annual report	SO/Chair	Annual	A record of all Board decisions is maintained. The wider process needs to be built into the appraisal process. Members will need to discuss how develop this further.

	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	Sep-20	This has not been progressed. The level of Board membership remains healthy and as no further action is recommended.
	34	Increase the number of residents engaged in the consultation and involvement process.	More residents involved	Board/S O	Ongoing	The new communications strategy agreed November 2022. Bulk email list has opened wider opportunities for engagement.
	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	Complete. A further review will need to be completed depending on allowances in 2023/24 and any other unforeseen circumstances such as a member of staff leaving the organisation.
	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/S O	Ongoing	We have continued to win national awards for our services. We are also requested to carry out seminars and to give general advice on services, policies and procedures. The ED is a member of the NFTMO Executive.

	37	Carry out annual stock options appraisal	Appraisal complete and reported to Board	SO	Annual	Achieved
		Ensure TMO remains on sound financial footing through effective financial management	Measured By	Lead Person	By When	
	38	Ensure financial systems and procedures and are fit for purpose including finance IT system and regular financial reporting	Clean financial audit	JM	Annual	Both external and internal audit are complementary about our finance systems. There is regular reporting to both the Board and Finance and Audit Committee. The decision to move to a Cloud based finance system has meant we were able to seamlessly move to remote working for finance staff.
	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	Mar-23	Achieved March 2022

	40	Consider ways of generating additional income by providing services to other TMOs/nearby Lambeth managed blocks, local housing providers	Services provided	SO	Ongoing	See above
	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	As part of budget process
	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	Extensive capital grant obtained to deliver MUGA and gardening project. Revenue funding obtained via partners for Summer Programmes.
		Strategic objective 3: Building a strong and cohesive community				

	An active and engaged community through improved communication and participation	Measured By	Lead Person	By When	
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	Achieved. We have extended our partner base to deliver a wide range of services to residents.
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	Our community development function delivers to all ages and groups across the estate.
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	No progress due to time constraints.
46	Support residents to deliver community events themselves facilitated by RPRMO	Evaluation of all events	EC	Annual	Not progressed due to Covid constraints

	47	Ensure all activities are subject to social value evaluation	Evaluations complete and reported to Board	EC	Annual	There are ongoing issues getting effective reports from some delivery partners who do not report in this way.
	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	New Communications strategy agreed Nov 22 to deliver better coms across a variety of media.
	49	Evaluate communications mechanisms through measuring 'hits' and other interactions on the website and social media and through customer surveys.	Process in place	EC	Apr-21	Achieved.
	50	Develop programme to support residents to maximise social inclusion including help in claiming benefits online, making links to help people into employment and improved money management	Community consultation	All	Ongoing	Changes in the circumstances of partners mean that we are now delivering many services via sign posting. However we have worked to ensure that as many people as possible are able to participate in activities on the estate.

	51	Develop partnerships to alleviate hardship on the estate including with local credit unions, debt advice agencies and hardship funds.	Partnerships in place	All	Apr-21	Achieved	
	52	To support increased childcare provision for residents of Roupell Park	Increased children in childcare	EC	Annual	Childcare delivery was impacted by Covid. Delivery is through partnering with local children's centre.	

13. Appendix D – Action Plan 2023/26

Having agreed our objectives we have developed a three year action plan, which sets out what we will do over the next three years.

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

	STRATEGIC OBJECTIVE 1: DELIVERING HIGH QUALITY HOMES AND SERVICES			
	CREATE A CLEAN, SAFE AND WELCOMING ENVIRONMENT WITH EXCELLENT FACILITIES	Measured By	Lead Person	By When
1	Partner with other agencies and voluntary groups to improve the wider environment and quality of life in and around Roupell Park and in Lambeth as a whole	Satisfaction with wider environment improves as per regulatory framework	SO	Annual Survey
2	Work with Council and Councilors to ensure that future capital investment meets needs of residents	Capital investment made where maintenance needs dictate	CC	Mach 26
3	Ensure that our obligations in relation to Health and Safety are met	Monthly estate inspections completed. All FRA	CC	Ongoing

		actions implemented.		
	DELIVERING EXCELLENT SERVICES THAT RESPOND TO THE CHANGING NEEDS OF RESIDENTS	Measured By	Lead Person	By When
4	Fully comply with new regulatory framework so that services are delivered according to the needs and wishes of our residents	Surveys carried out and actions are taken as required	SO	Annual Survey
5	Make decision making open and transparent to all residents and partners	All Board papers are available online. Regular newsletters and Annual Report	SO/EC	Annual Audit
6	Develop our communications strategy to ensure that it meets needs of the whole community	Response rates to communication and hits on Website.	SO/EC	Annual Survey
7	Review office opening times and working practices to respond to changing resident needs	Number of callers to office and other communications	SO	Annual Assessment
	CREATING A SAFE, GREEN ENVIRONMENT AND REDUCING OUR CARBON FOOTPRINT	Measured By	Lead Person	By When

8	Work with Council to deliver network of electric charging points across the estate	Network of charges installed	SO	March 2026
9	Work with partners to improve quality of planting and biodiversity on estate	20 of existing beds and grassed areas enhanced	STG	March 2026
10	Provide further bike parking facilities across the estate	50 New bike spaces available	CC	March 2026

	STRATEGIC OBJECTIVE 2: MAKING OUR BUSINESS STRONGER FOR THE FUTURE			
	TO MAKE SURE THAT OUR GOVERNANCE AND STAFFING STRUCTURE ENABLES THE SUCCESSFUL OPERATION OF RPRMO	Measured By	Lead Person	By When
11	Ongoing review of staffing structures and functions	Staffing reviewed in line with budgets and according to changes in responsibility. Evolution not revolution	SO	Ongoing
12	Examine service sharing with other organisations	At least one bid submitted	SO	March 2026
13	Build relationships and act as a beacon of good practice within the tenant management movement and beyond	2 Awards won at NFTMO. Policy and procedure/governance advice provided to other organisations.	SO	Ongoing/March 2026

14	Develop further succession planning for key staff and board members	Recruitment process agreed for ED. Training programme enhanced for Board Members	SO/Chair	Sept 2024
	ENSURE RPRMO REMAINS ON A SOUND FINANCIAL FOOTING THROUGH EFFECTIVE FINANCIAL MANAGEMENT	Measured By	Lead Person	By When
15	Apply for and receive external funding to allow the delivery on new projects outside the scope of our normal service delivery	One additional funding stream (Capital or revenue) delivered each year	EC	Annual
16	Through effective budget making and control deliver surpluses to allow future investment to meet resident needs	Surplus Achieved	SO/JM	Annual

	STRATEGIC OBJECTIVE 3: BUILDING A STRONG AND COHESIVE COMMUNITY			
	AN ACTIVE AND ENGAGED COMMUNITY THROUGH IMPROVED COMMUNICATION AND PARTICIPATION	Measured By	Lead Person	By When
17	Enhance and develop new collaborative working partnerships to deliver new services to residents	New services in place (link to target 15)	SO	Annual Assessment

	and deliver better VFM.			
18	Engage with residents and partners to respond to the cost of living crisis	Signposting to partner organisations in place and made available	All	Ongoing
19	Expand use of MUGA to new client groups and make it the centre of our health and wellbeing strategy	MUGA well used by all. Progress will be monitored through steering group	EC	Annual Assessment