



ROUPELL PARK

ANNUAL REPORT

2017/2018

Roupell Park
Resident Management Organisation Ltd

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



CHAIR'S REPORT

This has been another hugely successful year for RPRMO, enabling us to consider how we move onto the next stage of our development. The full list of our achievements are included elsewhere in this report but I want to talk about some of the most important ones, as well as looking forward to the future.

The foundation of our success has been a continuing strong financial performance. We have continued to generate surpluses whilst at the same time investing more in services and improving our performance. This has been achieved by carefully setting our annual budget and officers and Board members carefully monitoring expenditure. This was backed up by our auditors who could find no faults in the way we managed our accounts and financial systems.

The other key factor that we have been concentrating on this year is to put even more focus on our customers. We have completed the changes to the customer

care team which means that you now have a single telephone contact number 020 7926 0214 where the team will be able to deal with most queries without having to refer them to one of our specialist housing officers or the maintenance manager. However, we know there are areas we can do better, particularly dealing with your complaints. The first thing to say is that we want people to complain, not because we deliver a bad service but because we know we make mistakes. If you don't tell us that we have, how can we learn and make sure we don't make the same mistakes again.

However, when you do complain, not only do we need to put the mistake right but we need to ensure that you are happy that we have. We have changed our systems so that we will always explain in writing what we have done, asking you to contact us again if you are not happy. We also need to acknowledge our mistakes and use that magic word 'sorry' when we do.



After a four year battle we have at last succeeded in getting Lambeth to do the remedial works needed to the kitchen and bathroom works carried out by Wates. This has taken a huge amount of time and energy by all of the office staff. Inspections have been carried out to most of the properties but sadly some people did not give us access. That means that no corrective work will be carried out in these properties. However, most people did co-operate and the work on the estate will be completed by the end of 2018. Please allow us access to ease the burden on our finances in the future, should any of these works become defective and need to be fixed at a cost.

At long last the works to the outside of the blocks on the Estate were completed. I know how stressful this was for very many people. However I hope you will agree how much better the Estate looks as a consequence. It is now important that we all respect our neighbours by keeping the estate clean, tidy and safe. Whilst we know we can make our caretaking service better (have you seen Simon our Director doing his monthly 'push a broom' day?) there is only so much the staff can do and it is not their job to clear the rubbish that people leave on the balconies. Neither should they be expected to pick up rubbish carelessly dropped on the floor, when it would be easy to take it home or use the bins provided, nor should they be expected to clear up urine or worse.

On a happier note, when we consulted the residents of the estate, following the completion of our business plan, you said that your first priority for the use of surpluses was to install a CCTV system for the estate. I am delighted that the system is now up and running. We have already been able to help the police on two occasions and we are also using it to identify people who are fly tipping on the estate, both visitors and people who live here. Where we are able to identify residents who dump their rubbish, beds, mattresses, sofas or building materials etc we will be sending them a bill to meet the cost of the clear up. In addition, we



will be setting up a scheme where we will be happy to remove bulk rubbish at a small charge. We will be advertising this service in the near future.

Over the last 5 years we have been working to increase our profile as part of the TMO movement nationally to help us to achieve our ambition to become a flagship TMO, not only in Lambeth but also nationwide.

At the National Federation of Tenant Management Organisations Conference we were awarded our fourth award in three years, this time for innovation in partnership working. In addition Roupell Park were asked to run two workshops for the delegates. Both were heavily oversubscribed and we had people standing in the rooms to hear what we had to say. We also received excellent feedback from all the delegates

who attended who were amazed by the quality of the work we are doing and the way we have managed the changes in our organisation.

Our improvements in the way we are run and managed was also confirmed in an excellent internal audit report. Four years ago our internal audit report gave only limited assurance as to the way the organisation was run.

The most recent report took a detailed look at the way in which we operated, particularly with regard to our financial systems, our repairs and maintenance systems and our governance. The report found very few issues and we were able to deal with all of those well within the target set by the auditors and the Council and we were given substantial assurance as to the way we work.

Perhaps the most exciting work we have done over the last year is that we have made our community development programme into the best there is, incorporating activities for all age groups. Particular emphasis was placed on community learning, which is important for boosting skills and employability: courses such

as Literacy, learning English as a Second Language (ESOL) and computer skills for adults, were available throughout the academic year and, for young people, we continued the ever popular after school club sessions. Alongside learning, we have fulfilled the ambitions of our residents to provide and expand available sports activities across all age groups and we have recently launched regular basketball sessions, as well as 'boxercise' and fitness for girls as part of the Summer Programme. Youth Forum membership has increased and we have started on the redevelopment of Hyperion garden, by consulting our residents about the design of the garden. The success of our programme has been recognised nationally and we are now able to demonstrate that incorporating the 'collaborative' model is the way forward, which is delivering an enhanced community programme.

Over the last year we have worked hard as a Board to improve our skills, to allow us to run the estate on your behalf, by attending a series of training events. At the same time, if we are going to be more effective in delivering and monitoring the services you need, we need more help from you. Purchasing a share gives you the opportunity to vote on how our estate

is run. If you are interested please talk to the office or contact me through the website.

Finally I would like to thank all my fellow board members and the staff on the estate for their hard work over the year and look forward to further success in the year ahead.

Mary Simpson
Chair RPRMO



SELF-FINANCING

The Next Steps

We have made massive progress over the last few years to deliver the best services that we can.

The Board have been looking at how we can make our services even better and we believe that this means looking at how we can take more responsibility for services currently delivered by Lambeth. We have taken a detailed look at the various options to allow us to do this and we believe that the best way forward is to pursue an option called 'Self-Financing'.

At the moment the Council takes all the rent and service charges and pays us an allowance for the services we provide. In self-financing it works the other way round. We would collect and keep all the rent and service charges and we would then pay Lambeth for the services we chose to buy from them.

It would also mean that we took responsibility for delivering all major works such as putting in new windows, replacing roofs or renewing lifts when they are needed.

- We would produce a 30 year business plan so that you would know what we intended to do and when, and for leaseholders an approximate cost.
- When we were doing works we would consult you about what we intended to do and get your input into the design.



- We would appoint our own contractors and involve you in the process of doing so.
- We would do this by building up our reserves, using the greatly increased level of income and then spending the money when we had it. However by careful planning we would be able to ensure that necessary work could be done, something the Council cannot.

I need to stress that no decisions have been made and the first thing we will be doing is asking you how you feel about these proposals. We will be employing an independent company to do this at the end of October. If you agree that we take this forward we would then enter into discussions with the Council.

However I need to make sure that you understand that –

- You would remain a Lambeth Council Tenant and the Council would continue to own the estate
- We would remain a Resident Management Organisation and therefore directly accountable to you
- We would still hold a continuation ballot every 5 years as we do now
- The Council would continue to set the level of rents the same as with all their other tenants

This is a huge decision, probably the biggest since RouPELL Park TMO was created. As a Board and personally as Chair, let me assure you that we will only do this if it is the right thing to do for you our residents and we are confident we can make it work.

Mary Simpson
Board Chair

ACHIEVEMENTS

Over the last year we have been working hard to deliver against the targets set out in our business plan 2017/20. We have already achieved many of the objectives and are well on the way to delivering all of the targets set.

We have also:

- Carried out an initial assessment of how RPRMO can take more control of the way the estate is managed and agreed to pursue a 'self-financing' option
- Presented two highly praised workshops to the National Federation of TMO's annual conference
- Been awarded an NFTMO award in relation to the superb work we do in community development. This is our fourth award in three years.
- Through excellent financial management increased our reserves to protect us from any short term financial shocks and continued to deliver surpluses despite reduction in the level of allowances received from Lambeth
- Completed the installation of a state of the art CCTV system for the estate
- Started planning for the updating of the football pitch to be a full multi sports area
- Worked with Lambeth to complete the external refurbishment programme on the estate
- Finally persuaded Lambeth to commence works to make good defects in relation to the internal refurbishment programme
- Continued to expand the scope of our website and significantly increased our use of social media and in particular Twitter
- Continued to develop and expand our community development programme to benefit the whole

of the Roupell Park Community. This included: Football sessions, Afterschool club, RP Youth Forum, Tuesday Coffee mornings for elderly, Chair yoga sessions, Social games evenings, an oversubscribed Summer programme of activities (18 in total), a series of community learning courses for adults, Stay and play sessions and much more

- Delivered excellent performance against our performance indicators
- Worked with a range of partners to deliver our community development programme
- Delivered a wider range of training for Board members as assessed in their appraisals
- Held a further series of Board Appraisals
- Invested in training our staff to ensure they are equipped to deliver an even better service
- Continued to develop our services to focus on delivering excellent customer care
- Continued to support vulnerable people on the estate by going the extra mile
- Continued to run our annual coach trips – 3 coaches this summer
- Embarked on the process of establishing a community garden



ANNUAL PERFORMANCE

Our performance has shown overall improvement over the year with us able to hit most of our key performance targets.

In relation to rent arrears, whilst we have achieved our target for the collection of rent the actual amount owed has increased. The main reason for this is the impact of Universal Credit. More and more of our tenants are going onto UC and are facing huge delays in their claims being assessed. Problems with the IT systems mean that in many cases direct payments have not made their way onto their rent accounts.

The problem is only going to get worse over the next year. However, our team is here to help people struggling with universal credit and to provide support and advice. If you are having problems please talk to your housing officer and don't put your head in the sand

which will only lead to us having to take legal action.

The other area where we have failed to meet our target is in relation to responding to complaints on time.

We have changed our procedures to increase the number of contacts we class as complaints. We have also decided that all complaints must be closed in writing, even if we have dealt with the root cause. It took time for these changes to bed in but we are glad to say that all complaints have been dealt with on time this year.

On a positive note we have carried out double the number of tenancy checks than we said we would. As a consequence we found three properties which had been sublet and we have successfully recovered them so that they can be used by people who are in need.

Description	Lambeth Standard	Target 2017/18	Outturn 2017/18	Target 2018/19
Rent Collected as % of annual rent role	99,5	100	100,3	100
Value of Arrears	NA	£70.000	£78.278	£75.000
Current Arrears as % of rent role	NA	2,7	3,2	3
Average relet time (days)	25	25	21	25
% gas services within 12 months of previous service	100	100	100	100
% satisfied with repairs	95	100	100	100
% repairs completed on time	97	100	100	100
% complaints dealt with on target	95	100	75	100
% tenancy checks completed	10	15	30,8	15

FINANCIAL PERFORMANCE

The full audited accounts have been circulated and will be available at the AGM.

In summary for the last financial year, 2017/18 we received an allowance from the Council of £1,282,386. In addition we generated other income of £51,383 a total income of £1,333,769. This is compared with an income of £1,390,161 in 2016/17.

We generate a surplus of £159,884 in 2017/18 as against a budget of £86,337. This enabled us to increase our total level of reserves to £929,168, made up of a surplus fund (to be spent on estate im-

provements of £641,113 and designated reserves of £287,744 or 22.4% of our annual allowance against a medium term target of 25%.

Our strong financial position is crucial as our allowances will be reduced over the next 2 years. Generating a healthy surplus will therefore help to protect us from having to make large larger cuts going forward and will enable us to keep investing in improving the estate.



COMMUNITY DEVELOPMENT

This year has been a particularly good year in the evolution of our community portfolio in terms of how much our partnerships and the relationships that we have forged with other organisations have developed.

The fact that we are a small organisation doesn't mean that we deliver less – quite the opposite. It means that we can be more flexible and that we can tailor our programme to suit your needs; sometimes at very short notice. We have taken full advantage of this flexibility and have become a leader TMO organisation, recognised for its achievements on a national scale, as a result of this awareness and application.

Community Learning

The after-school club is one of the earliest provisions we put in place, in 2014 – it provides support in Literacy, Science and Maths to children from 7 – 12 years of age. The sessions play a huge part in supporting academic learning; they have been running at full capacity and are bi-weekly. Some 50% of children, who attend regularly, have achieved higher marks in school and benefit from a renewed enthusiasm for a subject, which can do wonders for the confidence to speak up in class – as reported by their school teachers.

In addition, this year we have had particular success in providing a range of learning opportunities for adults. We had an excellent collaboration with Morley College who have provided a variety of courses throughout the academic year. Morley have run two 10-weekly IT courses. Some of our residents are now fully IT literate and are able to use the internet and engage in online correspondence as a result. For the first time, the Literacy course was on offer, as well as two ESOL courses, targeting our most isolated residents. The benefits are phenomenal as we now have people who are able to read and write for the first time as well as increased participation from the Somali and Portuguese community. It is a heart-warming experience to witness the sense of pride, joy and newly found



self-esteem, as it affords residents greater opportunity to engage in our community. Their commitment in working with us as an organisation continues. The courses will again be available from the end of September 2018 as we have been able to demonstrate the demand, need and positive outcomes required to secure funding for the next academic year.

Sport and Wellbeing

Our work with Fulham FC has developed excellently this year. In late spring Premier League officials attended one of the regular Friday football sessions and they were so impressed with the numbers and the quality of the sessions that they now want to invest further in RouPELL Park.

Fulham consider RouPELL to be their beacon project and, given the demand for a diversity of sports provision locally, they have recently afforded us preferential terms to launch basketball sessions in the spring of next year. Basketball will attract a different demographic, adding to the total number of people involved.

However, the value extends beyond the estate sessions. Fulham organise tournaments at their football club, where young people are taken monthly to play with other teams from the area. They also organise educational sessions related to weapons, drug abuse and healthy living in general. The coaches who run the sessions are all exemplary young people and provide a good role model for our boys, representing a strong and positive male influence.

We have been able to provide an expanded range of sports activities for the summer programme, including fitness training for girls, kick boxing, and chair yoga for elderly. As a result, we can say that Roupell residents, by the end of the summer, had much improved their average fitness.

Confidence building through leadership

The Youth Forum, which has been thriving since its launch in early 2017, currently has over 30 young people registered. This gives our young people a voice as they explore the key issues concerning their generation and the area in which they live. At each meeting, after the formalities are over, we finish with a takeaway pizza which, needless to say, is very much enjoyed by all. Those that excel in their commitment and responsible behaviour are often handpicked to take part in other activities, such as the leadership training course with the Royal Navy.

We held the Royal Navy's Leadership Workshop over a period of 8 weeks in the spring of 2018. The twelve young people selected, aged between 15 and 20 years, showed a real commitment in attendance and behaviour and were encouraged to work in teams. They learned about taking responsibility and the ability to overcome obstacles. In February 2019, the same group will be taken to the Royal Navy's base in Portsmouth, where they will have the opportunity to see how Navy officers live and where they work. A few young people are in the process of signing up with the services as a result of these sessions.



Summer Programme

In partnership with Blenheim Gardens RMO and CEF Lynx, we secured £11,800 for our summer camp activities for the third year running! This meant that we could run an enhanced programme that included offsite activities such as go-karting, paint-balling, trampolining and boot camp, as well as provide cooked lunches for the young people who took part. With 18 activities spread across 5 weeks, including an increase in football provision granted by Fulham FC, and with the addition of creative (Singing) and educational workshops (Positive You, Solar Panel), the programme ended on a high note with a coach trip to Brighton – the three coaches that made the trip seemed just enough to meet the demand from all of our residents!

Social inclusion

We remain committed to helping our older residents. With Molly taking the lead, they have been effectively running a coffee morning group for over 15 years and, more recently, have successfully embraced IT

training as well as felt making. They love their weekly yoga sessions and run a social games evening every Wednesday. Gurpreet, the yoga tutor, often organised birthday cakes for the members and is invited to their coach outings and the Christmas party. They look out for one another and recently the life of one elderly resident was saved as a result, when she was taken ill and missed the next coffee morning. This is the power of human interaction and partnerships!

All our elderly citizens receive a Christmas hamper each year and love their outings, laid on at a minimal cost to them - a coach trip to Hastings was organised in June 2018. We often partner with other organisations, such as the Clapham Park Project and Lambeth Age Concern, to be able to deliver these events.

Supporting families with under 5s

We equally support our families with under-5s by providing childcare for the duration of any of our community learning courses. The estate-based Stay and Play sessions were held during half term and as part of the summer programme, with the accent on creative play. The same sessions are to be repeated weekly over the next term with the help of our community volunteers and in partnership with the Treehouse Nursery.

Utilising Community capacity

All this would not have been possible without our community volunteers. This year, we had a flow of new volunteers: Farhiya, one of our residents, Jeannette Worsfold, a staff member and Cathy – Lambeth resident, have been applying themselves in assisting with the courses and in getting more of our residents to attend the community learning sessions. Our gratitude also extends to our resident Board members, not just for their tireless strategic support and advice but also for leading in the community events: from estate cleaning days, orchard pruning, leading the coach trips and providing leadership and creative workshops for our young people.

New Projects

This year we launched the Gardening Project, which will transform the landscape of Hyperion Garden. It will provide a multipurpose outdoor space, in which all age groups can sit and enjoy, as well as acting as a landmark and an extension to the community hall.

A series of consultation meetings with residents were held throughout the spring of 2018 and we will be re-suming the project in October 2018. The final landscaping plan is an amalgamation of residents' inputs in how they would like this space to be.

We held the first ever Spring-Cleaning Day this year in mid-May: a group of young people, residents, some of which are our Board members, and Roupell staff did quite a lot of work in just a few hours, engaging in litter picking and sweeping the estate. One might argue that this is the job of our caretakers. However, if we all contribute to making our neighbourhood a little cleaner and tidier, it will make our home look and feel more positive and may bring a sense of wellbeing to us as individuals. There will be more events like this scheduled throughout the year, and you are invited to take part.

The Solar Panel Project and 'Repowering London', held their taster session as part of the summer programme and taught some residents how to make their own smartphone solar charger. They have been tirelessly door knocking in order to sign up as many Roupell residents as possible to make a switch to green energy; energy generated by the solar panels on some of our blocks, which is a cheaper and more sustainable option!

We are looking into ways to resurface the pitch for a MUGA, which is to be co-funded with Fulham FC. We think that we have found the right partner who are willing to co-invest, in order to create an open, safe, multi-sport and socially inclusive space.

JEANETTE MASON

Customer Services Officer

A little bit about myself: I started working with Refugee Housing Association (RHA) as a receptionist in 1994. After four years, RHA merged with Metropolitan Housing Trust (MHT) where I continued my service as a receptionist in 1998. Within MHT I also worked as a Facilities Administrator for one year before I returned to reception as a Senior Receptionist with two staff members to manage. After working at this role for almost two years, I applied for the role as a Customer Service Officer. After working for MHT for 17 years, MHT moved to Nottingham, therefore, my service ended.

RouPELL Park experience: I started working for RouPELL Park through an agency in April '15 and I became permanent member of staff in April '17. I have been a Customer Services Officer since and I still thoroughly enjoy this role! My area of responsibility is to oversee and diarise all jobs to do with repairs which will be undertaken by Alex and Milton. I am probably the person who is more than others on the other side of the line when residents call the office, as most calls are to do with the repairs. Knowing that I can help our residents resolve their repair issues makes my role a real perk as I like helping others. By being a Lambeth resident myself I know how difficult it can be resolving repair issues, so I take my role very seriously.

Something I will always remember: I dealt with a resident who called to report no cold water from his kitchen sink. The resident was anxious and worried that the problem would not be resolved as it was very close to the weekend. To resolve the issue before calling our DLO to attend, I asked the resident if he has a Sure Stop, he was not sure what it was so, to make it simple, I asked that he check just above his surface areas for a blue button. After moving a few items away from the wall, he found a switch which was knocked to the 'off' position, he switched it 'on' and to his surprise, the cold water came on instantaneously. Needless to say that he was very appreciative. No order needed to be raised.

Perks of my role: I am learning something new practically every day. I can apply my knowledge of customer services by helping others to resolve their issues, so all this keeps the momentum and interest for me. I am simply never bored and two days are never the same. I also like my colleagues, who are also knowledgeable, and we constantly learn from each other. I love the way that our director doesn't shy away from menial work and mucks in like everyone else. Excellent team work, excellent guidance and excellent fairness. I hope you enjoy living here as much as I like working here!



RouPELL Park

EVA CHRISTMAS

Community Development Manager

Something about myself: I arrived in the UK just prior to Christmas 2004, not knowing that I was going to become Mrs Christmas a few years down the line. Prior to my arrival, I worked in the Bank as an analyst in Slovenia, where I come from. I did not enjoy the role or the working environment and so I came to the UK, on a personal adventure. I hold a degree in economics and had a series of varied roles, mainly in the private and corporate environment. In 2005 I started working for Family Mosaic and was amazed by the social change I was able to observe through my role. I was hooked; I wanted to make my contribution to the social housing sector.

RouPELL Park experience: I arrived here in spring 2014, by which time I already had years of experience within community development. My role was to initiate and develop a series of community development activities, responsible and accountable to the Board. I was very excited by the prospect of creating and managing a programme which would make a difference to people on the estate. I am also responsible for all publications, such as newsletters and social media including the RP website.

Something I will always remember: I will never forget when a young person stopped me on the way home some weeks after we had launched the football sessions with Millwall FC by commenting: 'Everything has changed, it is all different, the estate feels different'. There were similar comments coming from the Board members. There was such a positive buzz from the momentum of change in the air. It pleases me that the work has such direct impact on people's lives, and I appreciate that people are receptive to it.

Perks of my role: I have seen so many children develop and grow into very nice and

responsible citizens and I think, possibly selfishly or wishfully, that it is down to a range of positive activities we have got in place for them to attend and to fall onto when things are tough. I have observed a positive change, the one from isolation to integration, from lack of self-esteem to increase in confidence with a number of our residents - this is what makes my role very personal. Another perk is that I like speaking to people and I have the opportunity to exercise this every day. My colleagues are very nice and kind and that includes our caretakers as well as Jeannette W, Alex, Milton and Dave - they are people with very big hearts who selflessly do a lot of community work!



Annual Report

MAJOR WORKS PROGRAMMES

The Council has undertaken two lots of major works over the last 4 years, to the outside of most of the blocks on the Estate and to the inside of tenants homes.

The external works programme over ran badly with Practical Completion not happening until November of 2017, although the works on most blocks had completed well before then. There was also a significant cost overrun which resulted in much bigger bills for leaseholders and some works elements that were originally planned being omitted from some blocks. Some of those omissions will be picked up by Roupell Park through our planned maintenance programme.

The external programme has without question improved the look and feel of the estate. However there have been some issues around defects, in particular around flaking paintwork to the internal stairs and problems with the paint work to the new balconies.

We also know that the new flooring to the communal areas is very susceptible to staining. Unfortunately this seems to be an underlying problem with the surface and something we were not alerted to at the time. We are looking at possible ways of cleaning the surfaces to remove the staining. We are also aware that the flooring can be slippery when wet and we are addressing this with the Council.

It is very important that if you pick up any defects to the works in the communal areas you notify

us as soon as possible so that we can get them resolved.

The other project undertaken by the Council was the installation of new kitchens and bathrooms by Wates in 2014/15. A number of problems with the work quickly became obvious and since then we have been struggling to get the work put right.

A major part of the delay was a contractual dispute between Wates and the Council, but there have also been significant problems with agreeing the scope of the works that were required and the way in which they were to be carried out.

Inspections have now been carried out to all properties where we were given access and works are now underway. However for those people who did not give access to the relevant inspections or did not give access for works at the agreed times then no work will be carried out and any remedial works will be carried out only in relation to health and safety.

Hopefully this will now put this ongoing dispute to bed once and for all.



OBJECTIVES FOR THE COMING YEAR

However much we have achieved this year we always want to get better. We have therefore set a series of challenging objectives for the following year so that we continue to make progress towards being the best tenant management organisation in the Country. Over the next year we therefore plan to -

- Further increase focus on customer care and in particular ensuring that we get it right first time when you contact us
- Deliver our overall levels of performance putting particular emphasis on those areas we are not currently good at such as dealing with your complaints
- Extending the work we already doing on the social value of our community development work to the rest of operations
- Continue to deliver surpluses despite cuts in our funding and increasing demands on our services by careful budgeting and building on our existing financial stability
- Continue to explore the ways in which Roupell Park can take on more responsibilities for the way the estate is run through self-financing.
- Ensure that Lambeth complete the works to deal with the poor workmanship by Wates during the kitchen and bathroom programme
- Deliver against the wider objectives in year 2 of the business plan
- Continue to ensure that community development is part of the core business of RPRMO
- Explore options to upgrade the existing football pitch to become a modern multi-sport area
- Complete the community garden at Hyperion House
- Work with a range of partners and statutory agencies to reduce the level of loneliness and social isolation of people living on the estate
- Build more partnerships to allow us to deliver new and improved services at little or no cost
- Work with our partners to increase the amount of solar energy generated on the estate and make sure that the benefits are passed onto the residents
- Continue to recruit new Board members to RPRMO with the necessary skills sets to ensure our performance continues to improve
- To ensure our residents are more closely involved in the decisions that affect their lives and are kept better informed
- Continue to train our staff and board members and look to expand this to some residents who have an interest in the running of our estate.
- Work closely with the different nationalities and communities on our estate, allowing everyone to be heard and be included
- Continue to signpost anyone with needs for specialist help with established organisations



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