

BUSINESS PLAN

2019-2021

Working in partnership with Southwark Council



D'EYNSFORD TENANT MANAGEMENT ORGANISATION CIC
BUSINESS PLAN 2019 -2021

This business plan was agreed at the board meeting on the: _____

SIGNED by

_____ [Chairman]

In the presence of

_____ [Secretary]

SIGNED by

_____ [Estate Manager]

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GLOSSARY

Some readers may be new to some of the wording used in this document. Here is an explanation of some of these terms and abbreviations. The Board of D'Eynsford Tenant Management Organisation CIC (DTMO) has attempted to ensure that our business plan is clear, concise and – as far as possible – jargon free.

Term	Meaning
AGM	Annual General Meeting held each year to present the organisation's annual report, accounts and elect our new Board for the next year.
BME	This denotes people and communities who are black, Asian or from other ethnic minority communities (including Irish)
Continuation Ballot	Every 5 years a TMO must conduct a test of resident opinion regarding continuing management of the estate; this test of opinion is called a Continuation Ballot and must show a majority of residents supporting the TMO
Council	London Borough of Southwark, or Southwark Council.
CIC	Community Interest Company
Decent Homes	A standard set by the Government requiring all social housing to be wind and weather tight, to meet minimum standards for housing set down in law, have reasonably modern kitchens and bathrooms (for tenants) and be in a good state of repair.
DTMO	D'Eynsford Tenant Management Organisation
FCA	Financial Conduct Authority
Governance	This term means how a TMO is managed by its members and Board. A well governed TMO will abide by an appropriate Code of Governance and may be recognised through the NFTMO Kite Mark
KPIs	Key Performance Indicators – signs that show how well the TMO is doing, which we will check and assess to measure our progress.
Lead Advisor	An advisor who works with groups wanting to become TMOs through the development process and helps the TMO to negotiate its management agreement with the Council.
Major Works	Big repairs and improvements e.g. windows, roofing, kitchen and bathroom refits
Modular Management Agreement	A binding legal agreement between the TMO and the landlord organisation (Southwark Council).
Sustainable development or Sustainability	Balancing environmental, social and economic issues within the planet's limits. D'Eynsford TMO is using a One Planet Action Plan to do this.
Stakeholders	Persons and entities that are not D'Eynsford Tenant Management Organisation residents but have an interest in or relationship with DTMO. This includes the

	Council, employees, contractors, and external service providers such as utility companies.
Tenant Management Organisation (TMO)	An organisation set up by local residents to run an estate's housing services on a not-for-profit basis. D'Eynsford TMO also exists to build community spirit.
TUPE	Transfer of Undertakings - Protection of Employment Regulations
VFM or Value For Money	A term used by government to describe a service which has an appropriate balance between cost, quality and satisfaction.

1. EXECUTIVE SUMMARY

D'Eynsford Tenant Management Organisation (TMO) was set up in February 2013 to enable residents on the D'Eynsford Estate in Camberwell, SE5 London to take control of estate services such as the cleaning, repairs and rent collection. D'Eynsford TMO took over most estate services from Southwark Council in September 2015. Following the initial office setup and staff recruitment in 2015, we began the refinement of policies and procedures, procurement and letting of contracts, etc. All of this is required to deliver our core services, which included repairs and maintenance, grounds maintenance and rent collection. It was however a challenging first year of operation with the departure of key members of staff. Nevertheless, we are very pleased to report that despite these initial difficulties the board and staff team have worked closely together to ensure continuity and team working. With the arrival of our new manager Chay Pulger in early 2017, we are confident that the operational team will improve standards of service for all residents.

This business plan outlines how to manage the estate and sets out our priorities for the next three years of operation (2019 to 2021). We have a clear shared vision of how we want our estate to be and we are committed to making it a reality. Along with excellent services and strong community spirit, environmental responsibility is equally important to us and these three elements will guide our decision-making.

At the heart of our plan for delivering estate services is our operational team of professional staff who work exclusively for the TMO, based in our own estate office. We believe an on-site team is key to transforming services as they are able to dedicate all their attention to the estate and tailor its services to our needs. We have an list of approved contractors and other specialists to work alongside our staff.

By providing good quality, joined up services, we are confident that we will be able to make efficiency savings on the financial allowances provided by the Council (where the money comes from). This will enable us to use the money we save to provide additional benefits for residents such as free estate WIFI (with PCs in the office for residents' use), bike shelters, community gardeners and community activities in our community room which opening July 2017.

It is an exciting time to be a resident of D'Eynsford Estate with so much going on in terms of community activities, improvements works and general improvement in the way it delivers its services.

Sincerely

Shaun Gillen

Chair of D'Eynsford Tenant Management Organisation

2. ORGANISATION DETAILS

Organisation name:	D'Eynsford Tenant Management Organisation CIC
Registered office:	38 Mary Datchelor Close, London SE5 7AX
Tel:	020 7525 0745
Email:	deynsford@gmail.com
Website:	www.deynsford.org
Community Interest Company (CIC) number:	08395845 (registered in England and Wales)

TMO Board (on the date of the approval of the Business Plan)

Chair	Shaun Gillen
Secretary	Eleri Jones
Treasurer	Mark Vowles
Vice Chair	James Traynor
Membership Secretary	Hannah Bruce
Board Member	Kwende Anbessa-Ebanks,
Board Member	Natasha Gordon
Board Member	Thomas Morgan-Evans
Board Member	Petru Berciu
Board Member	Connie Gray
Board Member	Bola Ogunmefun
Board Member	Nyree Dixon
Board Member	Rob Beer

3. INTRODUCTION TO THE TMO AND OUR PLAN

Introduction

D'Eynsford Tenant Management Organisation CIC (DTMO) is a Tenant Management Organisation (TMO). It was set up by residents in 2015, with the support of Southwark Council (Council), to take over the management of the D'Eynsford Tenant Management Organisation estate under the monitoring of the Council. DTMO is one of many resident- and tenant-managed (TMO) housing organisations in the borough of Southwark.

About our estate

D'Eynsford Estate is a culturally diverse community. Our Estate includes people from many countries with as suggested by our 2018 Resident Survey which comprised of mostly black (African/Caribbean/British) and white (various) residents, plus a range of other ethnic backgrounds including Asian and Latin American. The estate is situated in St Giles Ward just off Camberwell Church Street in the heart of Camberwell, SE London. The TMO area is made up of mainstream housing and sheltered accommodation. The buildings are typically three storey masonry construction with pitched roofs. The types of homes vary from 1 bed flats to 4 bed maisonettes and were built in the 1970s. There are 360 homes: 223 are occupied by Council tenants and 137 are leasehold. See appendix B for a plan of the estate.

Our organisation

D'Eynsford TMO is a registered not-for-profit organisation run by a Board made up of volunteer members. DTMO is registered under the Community Interest Company (registration number 08395845). Its objectives are to ensure the estate is maintained to the highest possible standards and to provide value for money, for the benefit of its residents. Any surpluses are used to improve the estate.

All Council tenants, leaseholders (regardless of residence), and private tenants over the age of 16 are entitled to become members of DTMO and to participate in its decision-making processes. DTMO delivers its services to all residents on the estate, whether or not they are members.

Our Management Board

DTMO's Management Board is made up of volunteers elected from the membership of DTMO to manage D'Eynsford Tenant Management Organisation Estate. The Board sets the strategic direction of DTMO, and is responsible for managing the performance of DTMO staff and contractors.

Board members are elected by the members of DTMO at the Annual General Meeting (AGM). Board members may also be co-opted through the year to fill vacancies. The Board elects its officers (Chair, Vice Chair, Secretary, and Treasurer) at the first Board meeting after the AGM. The Board has a minimum of seven and a maximum of 15 members.

The Board currently has 7 specialist Committees to help and support it to deliver its responsibilities. The Board adapts the structure, adding or removing Committees, as needed. The current Committees are:

1. Finance Committee - responsible for audit, income and expenditure, arrears control, payroll, VAT, cheques, payment authority, and financial reporting
2. HR Committee – responsible for staffing and human resource issues
3. Security Committee – responsible for dealing with safety and security matter in the estate
4. Repair and Maintenance Committee – responsible for carrying out monthly estate walkaround and following up on works

5. Communication Committee – responsible for ensuring that the estate wide media, communication and PR is in conjunction with the standard of the TMO
6. Social & Community Room Committee – responsible for organising social activities for the estate
7. Gardening Committee – responsible for any improvement works relating to gardening in the estate (includes – secret garden)

All new members of the Board are given induction training to bring them up to speed on the roles of officers and activities of DTMO, including an introduction to DTMO's Rules, governance documents, and key policies and agreements. In addition, there are also regular training available and also an annual away day organised for Board members which deals with topic such as governance, procurement, and financial management.

The Board holds regular resident meetings to give residents and leaseholders an opportunity to meet Board members and to raise any issues or ask questions about DTMO and its services.

Why we set up a TMO

We are setting up a TMO because we believe that this will provide:

- Better services for everyone - quicker and higher quality
- A local staff team working directly for us
- An on-site estate office
- Value for money
- More control for residents.

The History of the TMO project

In 2010 the TRA started to look into whether a TMO could work for our estate. A sub-committee was set up and after investigating different options for improving things and talking to residents, we voted to set up the TMO in November 2011 and served the council with a legal 'right to manage' notice. In March 2014, residents voted yes to the TMO (87% yes vote, 47% turnout) in a ballot organised by the Council. The management agreement negotiated with Southwark Council forms a legally binding contract and sets out our responsibilities and those of the Council. We receive a management and maintenance allowance from the Council to enable us to provide these services, which is based upon what it has cost the Council to provide the same services.

D'Eynsford TMO has been set up as a not-for-profit Community Interest Company (CIC). All tenants, leaseholders and private tenants aged 16 and over are entitled to become members. This enables all members to participate in the decision-making processes of the TMO. However the TMO will deliver services to all of the residents whether they are members or not. Our current membership totals 148 residents.

Our TMO is managed by a volunteer board of residents currently consisting of 13 members who were elected at the Annual General Meeting. We always strive to have a fair representation on the board in terms of ethnicity, type of residency, residency block.

Resident Satisfaction Survey 2018

DTMO's 2018 survey was sent to all 336 residents within the estate in August 2018. As the initial response was slow, DTMO's Board extended the deadline and offered a prize drawing for those who completed the survey. Furthermore, the board also carried out a door knocking exercise to obtain feedback in September. This more than doubled the number of surveys received, to 107. Of these, 72% were returned by council tenants, 23% by leaseholders and 5% by private tenants renting from absentee leaseholders. The overall response rate for the survey was 31.84% of all 336 surveys sent out.

According to the mainstream research companies, an response rate—'between 30% and 40% is considered a good return and to be a robust response rate.' As DTMO's response rate was 31.84%, the results of its survey can be taken as an accurate reflections of residents' attitudes towards the TMO service it provides.

Due to the 2018 Survey being the first resident satisfaction survey since its existence (September 2015), it is hoped that data from this survey will be used to carry out an comparative analysis in the future.

- As this is the first survey carried out by DTMO, it does not offer as much scope for comparison to previous surveys.
- In general, the results of the survey showed high levels of satisfaction with the services DTMO provides to D'Eynsford residents and in almost all cases.
- There were however areas where it was felt that DTMO could make an Action Plan to address the key concerns.
- Door knocking was a huge positive as it increased it by over 65 surveys (60.74%) and made this an credible response percentage (31%).
- It is a very positive resident satisfaction survey where it indicates that we made a huge positive impact since it took over 3 years (87%).

Our plan

This business plan sets out how the TMO will respond to residents' concerns from the very start. Our plan covers the TMO's second three years of operation, from 2019 to 2021.

The plan includes our vision of the future for our estate and what the TMO will do to work towards that goal. We list the services we will run, the staff and volunteer team we plan to create, and our key objectives (aims) for the next few years.

At the heart of our plan - in direct response to our residents' needs - is the creation of a professional staff team, working exclusively for our estate. This includes: a senior caretaker who will carry out works that of handy person. Works such as assessing and fixing the majority of small repairs quickly and efficiently. We also have an estate office staffed throughout the working day where residents can receive a personalised service from familiar faces; a full time housing officer (almost double the current support) able to dedicate far more time to working with residents to resolve anti-social behaviour problems; and a commitment to investing in the improvement of communal areas as an early priority.

Membership & Involvement

We currently have 148 members and conduct periodic membership drives to recruit new members; members of our Board have the opportunity to meet with all new tenants and our Resident Handbook details ways that tenants and leaseholders can get involved in the TMO. Our Board meets monthly and currently has 13 members (7 tenants and 6 leaseholders). We consult with residents through newsletters, surveys, social media, General Meetings, the website and face to face contact before making any significant service delivery changes and involve them in service reviews. The TMO will also ensure that the views of a representative range of different household types are taken into account when new policies or procedures are being considered or re-designed.

We will explore extending our consultation methods to include the how we can best use of social media and our new website. Our next Continuation Ballot will be held in 2020 where we will involve all residents in having a say whether they would like to continue as a TMO or not.

4. OUR VISION, MISSION AND VALUES

Our Vision

Our vision is for D'Eynsford Estate to be an even better place to live, with excellent services and lovely surroundings, where everyone is neighbourly, has the opportunity for self-development, takes pride in their community and can live well at home without damaging the environment.

Our Mission

We will work towards our vision by:

- Providing the best housing and community services possible for our residents
- Creating a greener estate and choosing environmentally friendly options wherever possible
- Running a diverse and inclusive activities programme
- Providing opportunities for residents to further their potential through taking responsibility for the estate
- Putting our community at the heart of everything we do, ensuring that decisions reflect the needs of residents.

Our Values

We believe in:

- Ensuring fairness in all we do
- Treating people with respect and valuing everyone's opinion
- Enabling inclusion in all areas (e.g. digital access, translation services)
- Empowering residents to have more control of their homes and environment
- Balancing environmental, social and economic issues
- Being a learning organisation that embraces change.

One Planet Action Plan

We are committed to using a One Planet Action Plan (www.oneplanetliving.net/) to help us live within a fair share of the earth's resources. The One Planet framework focuses on ten areas that cover the environmental, social and economic aspects of living sustainably. We have identified principles and goals for each area that will inform the way we work and deliver services. For example, we will:

- carry out an energy audit of the estate and make our buildings and equipment more energy efficient
- create secure cycle sheds
- use good quality, environmentally friendly materials
- fit water butts across the estate to collect rain water for gardens
- make the most of planting areas for growing food and local plants
- be a London Living Wage employer.

5. OUR OPERATING ENVIRONMENT

SWOT analysis

A SWOT analysis identifies an organisation's strengths, weaknesses, opportunities and threats. The following SWOT were determined at the Board Away day on the 3rd November 2018. Here are some of the things that could have an impact on the TMO (both good and bad) and what this could mean for us. We have factored these issues into our planning (*see sections 8: Priorities and Objectives and 10: Risks*).

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Management – still strong and growing everyday • New board members have joined • Good succession for key executive board roles • TMI looking to D'Eynsford as examples of best practise in key areas of governance and running community schemes (such as DIY Classes) • Visible, tangible improvement to the estate environment (e.g. New Bins, cycle shelter, lighting etc) • Improvement already good reputation of TMO (as per resident satisfaction survey findings) • Increased membership of TMO through community events & engagement activities (e.g. door knocking) • Positive progress towards better coordination with council & council contractors and TMO staff in relation to repairs and maintenance. • Sub-Committees (esp. social) working extremely well 	<ul style="list-style-type: none"> • Lack of people (getting involved at GM) • Active board members • Engagement – doing well but could improve • Target new members • Increase communication and being clear to residents about responsibilities (TMO/LBS) • No staff retention plan (i.e training, AL, look at other organisations)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Wifi – Ongoing • Apply for funding from council grants other organisation ongoing • Improving growth of online facilities – suggestions are welcomed • Solar panels for additional income – long term goal • Intercom to rest of the estate. • Becoming a TMO guide within the borough and surrounding 	<ul style="list-style-type: none"> • Burn Out / Lack of new members, • No succession Planning, • Lack of diversity on the board • Universal Credit & Public sector cuts (reduced allowance) • Staff turnover / Salary Increase / Impact on budget • Lack of financial planning • Potential redevelopment • Lack of consultation from Council) and therefore Increase of disrepair cases

PESTLE analysis

A PESTLE analysis identifies the likely external factors that could affect an organisation's future plans. The following table shows in detail the conclusions of our PESTLE analysis; we have been assigned positive, negative and uncertain impact probabilities:

POLITICAL <ul style="list-style-type: none"> • A change of government support for TMOs (-) • Changes to the benefits system (-) • 	ECONOMIC <ul style="list-style-type: none"> • National rent setting policy (?) • Rising inflation (-) • Rising unemployment (-)
SOCIAL <ul style="list-style-type: none"> • Shorter tenancy terms (-) • Closure of Community Centre (-) • Increasing levels of ASB and crime (-) 	TECHNOLOGICAL <ul style="list-style-type: none"> • Improved bespoke IT systems (+) • Installation of CCTV system (+)
LEGAL <ul style="list-style-type: none"> • Inherited debt (?) • Changes to Legal Aid system (-) 	ENVIRONMENTAL <ul style="list-style-type: none"> • Installation of solar panels (+) • Installation of wall and roof insulation (+)

6. OUR DELIVERY MODEL: SERVICES, PEOPLE AND FACILITIES

Our management agreement with Southwark Council

DTMO currently operates under the Modular Management Agreement (MMA) with the Council that was agreed in 2015. The agreement is the contract between the Council, which is the Landlord of the estate and DTMO and is legally binding for both parties. It sets out DTMO's and the Council's responsibilities and the standards they will meet in providing services.

The MMA includes schedules for each chapter of the MMA and each area of responsibility, which set out how DTMO and the Council will carry out their responsibilities. These include DTMO's key policies and procedures, many of which have been revised and updated as part of the MMA renegotiation. In future DTMO will be able to revise the majority of the schedules whenever it wishes; however, any changes to the MMA chapters themselves will need to be approved by the FCA or its successors.

Our operating context

Responsibility for carrying out the services specified under the MMA is delegated to DTMO's Board. The Board sets the strategic direction and manages the staff who provide the services. To carry out our objectives we have the following in place:

- An office on the estate, with a professional staff of employees dedicated to meeting the needs of residents and leaseholders.
- Contractors to carry out the services we do not deliver ourselves.
- Clear policies and procedures on how the service delivered by DTMO will be run.
- Service standards and performance monitoring indicators on which our services will be judged.
- An annual resident survey to obtain feedback on how we are doing.

Services provided by DTMO

Under the MMA, responsibilities for providing services are divided between DTMO and the Council. Responsibilities for estate services are shown in Appendix A. The services that DTMO provides are further described below.

Customer service

DTMO is committed to providing excellent standards of individual customer service to ensure resident and leaseholder satisfaction. We maintain an office on the estate that is staffed by a full-time Estate Manager, Repair and Maintenance Coordinator, Housing Officer and the Finance Officer.

Residents may contact the office by telephone, email, or letter; by visiting the office during office hours (currently 9 am to 5 pm, Monday to Friday); or by leaving a message after hours. They may also call a 24-hour emergency number that is answered by Southwark Emergency Control.

Staffing and managing our services

To manage our services under the MMA we have in place a professional and able team of employees, contractors, and consultants. Our organisational structure is shown below.

ROLE	RESPONSIBILITY	NAMES OF STAFF
Estate Manager	Overall management of staff and TMO	Mr Chay Pulger
Housing Officer	Rent, ASB and Tenancy Issues	Mr Albert Frimpong

Finance Officer	Book keeping, invoicing, budget management	Mr Pawel Borucinski
Repairs and Maintenance Coordinator	Coordinating repairs and maintenance issues and following up work	Mr Zechariah Urquhart
Senior Caretaker	Cleaning and Caretaking, supervising two caretakers and handyman works	Mr Devon Nicholas
Caretaker (x2)	Cleaning and Caretaking and minor handyman works	Mr Kelly Ulysses & Mr Gary Roye

Services to be retained by Southwark Council

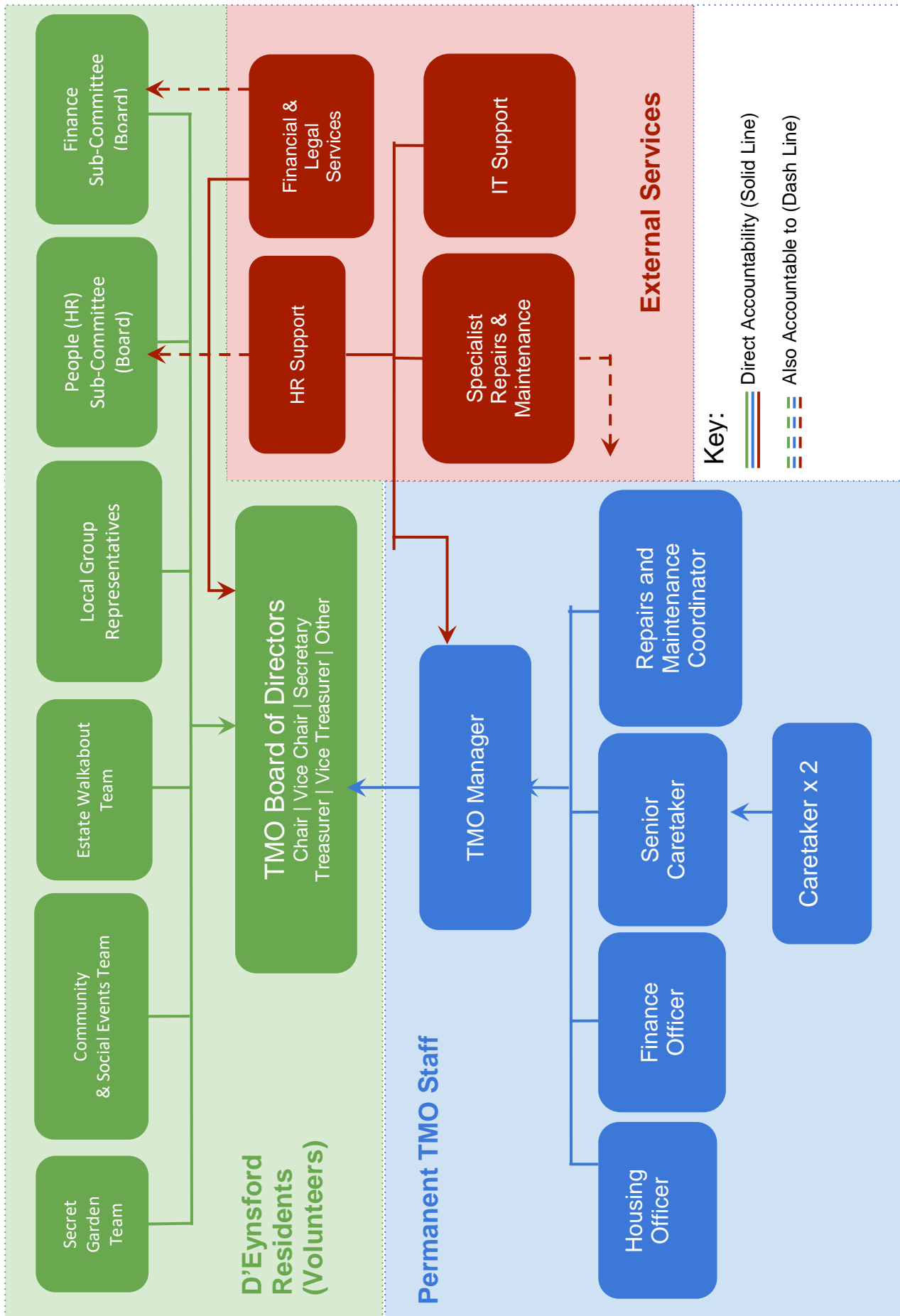
The Council will retain responsibility for: out of hours repairs, the structure of the buildings, major works, refuse collection, heating system, pest control, parking, garage management, door entry repairs and tree maintenance

A detailed list of TMO and Council responsibilities set out under the headings of our Management Agreement with the Council is included in Appendix A.

Our People

The table below is an outline of our structure. The colours represent the following:

- **GREEN** - Our Volunteers: The TMO is led by an elected team of residents who make up the Board of Directors. There are also a range of teams, representative roles (e.g. police Safer Neighbourhood Panel, Area Forum, Southwark TMO Committee) and activities open to all residents.
- **BLUE** - Our directly employed staff will carry out all our operational functions. We have delegated authority to our staff with financial limitations and a clear reporting structure (see our Governance Manual). Our TMO Manager will head up the staff team, managing the staff on a day-to-day basis, managing contracts, reporting monthly to the Board on performance and also making recommendations regarding decisions which are not within the manager's remit. Our Housing Officer will be responsible for tenancy matters including rent collection and leasehold queries. The Customer Service Officer will be our front-of-house for customers in person and over the telephone. This role will also be responsible for administrative tasks in the office including posting invoices on our system and processing low level rent arrears. Our handy person will carry out day-to-day repairs in tenanted properties and communal areas, as well as coordinating the work of repairs contractors. Our Caretaker-Cleaners maintain our internal and external common areas and ensure that the estate is kept clean and appropriately cared for. This team of three will include a senior post with a supervisory role for the other two caretaker-cleaners.
- **RED** - Any specialist repair or any repair that our handy person cannot carry out will be outsourced to an external contractor. These arrangements will be closely monitored to ensure that we get value for money and that a good level of service is provided. We have sourced HR support through a third party organisation that will provide us with up to date policies and procedures on human resources (HR) and health and safety as well as guiding us through any HR issues that we may incur. Payroll sits in this function as well and will be prepared by our manager, signed off by two Board members and sent to our payroll company. It is a requirement to have our financial accounts audited annually and engagements with auditors will be approved by our members annually.



7. OUR COMMUNITY

Social Events

We have continued to offer a wide range of social activities such as the Fun day, the summer trip, Halloween activities, International day, garden activities, women's events, the football tournament, and Christmas party plus the regular coffee morning on Wednesdays in the TMO office. We have also been successful in obtaining additional grant funding from the Health Lottery Fund which was matched by Southwark Council to enable the creation of a new community room which opened in July 2017. We have also successfully raised funding for the continuation of garden projects on the estate.

Community Room

In 2016, DTMO identified an old disused room within the estate as an ideal venue to facilitate future community projects. The room was spacious and was located in the heart of the estate. We were able to secure funding from the People's Health Lottery and also Southwark Council. Works to completely refurbish the community room began on the 11th April 2017 and completed in July 2017. The aim of this project was to have a community room that has a warm, friendly atmosphere which can be used for a wide range of activities for the whole community. The community room would be used to enhance people's lives through improving their social, physical and life aspirations.

Since the development in 2017, the community room has been used to enhance people's lives through improving their social, physical and life aspirations. Some of the activities we have enrolled in the community rooms were computer lessons, fitness sessions, bingo, quizzes, book clubs, kids activities room, residents meetings, youth projects, death café, and a host of other beneficial projects to the local community. We believe that the community room has tackled issues of social exclusion within the local area and develop community cohesion.

This community room has had a huge positive impact on hundreds of lives in the local area as well as address issue of people suffering from isolation and depression. We have a vision of making D'Eynsford Estate, Camberwell and London an even greater place to live in than it already is.

Secret Garden

The TMO identified small area of the land which was previously a derelict site and over the years and with the help from residents of the D'Eynsford Estate, neighbours and other members of the community got together to make a change. With the support of Southwark Council, local councillors and the local housing officer, the Tenants and Residents Association, were awarded funds to transform the derelict site into a 'Secret' community garden. The garden includes a woodland/wildlife area, vegetable beds, a greenhouse, seating area, herb garden and much more. The gardening group's aim is to:

- Create a space for peace and tranquillity,
- Enable people of all abilities to work together within an atmosphere of cooperation and friendship for the benefit of the whole community,
- Help people of all ages to find a connection with the earth and nature,
- Educate people about gardening and horticulture,
- Produce vegetables, fruit and herbs for sharing,
- Promote fitness and wellbeing.

8. OUR PRIORITIES AND OBJECTIVES

Our vision for the estate is bold and ambitious and we have a range of ideas for developing the scope of the TMO further. If we are successful in our first two years, in year three we will start to look at other services where we feel the TMO has potential to offer improved or new services that will help to create even more impact for residents - particularly those that provide opportunities to deliver sustainable solutions (balancing social, environmental and economic concerns) in line with our One Planet action plan. We will of course test out these ideas with residents through thorough and appropriate consultation

Here are our key objectives for the first three years of operation. The objectives are grouped into five priority areas that every TMO needs to focus on. We will plan our work around these objectives.

	HIGH PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Governance	<ul style="list-style-type: none"> Achieve NFTMO Governance Kitemark Increase membership by 50% 	<ul style="list-style-type: none"> Review constitution ahead of ballot and renewing strategic business plan Plan for Board succession e.g. advertise training and other benefits; develop mentoring scheme 	
Finance Sub-Committee	<ul style="list-style-type: none"> Carry out energy audit (if required) Explore other funding sources and partnerships with other organisations 	<ul style="list-style-type: none"> Secure internet deal for estate (with communal PCs in office) Investigate sustainable energy options 	<ul style="list-style-type: none"> Explore further opportunities to increase efficiency savings Investigate taking over heating service, warden service in sheltered unit, and feasibility of business starter units in empty garages
HR Sub-Committee	<ul style="list-style-type: none"> Create a staff retention strategy 	<ul style="list-style-type: none"> Investor in people Increase office diversity 	<ul style="list-style-type: none"> Apprentice schemes
Social Sub-Committee	<ul style="list-style-type: none"> Develop and deliver community activity programme Establish demographic profile of households Involve young residents through tailored activities programme e.g. photography project, youth board 	<ul style="list-style-type: none"> Resident portrait painted Scope and secure funding to create multi-use sports surface in football pitch 	

Repairs & Maintenance Sub-Committee	<ul style="list-style-type: none"> Assess quality of Council's stock condition survey of existing buildings Improve Bin Rooms Scope and schedule internal communal area improvements e.g. painting walls, new floors, repair of stairs 	<ul style="list-style-type: none"> Planned major works 	
Security Sub-Committee	<ul style="list-style-type: none"> CCTV Working with SNT 	<ul style="list-style-type: none"> Set up Safer Neighbourhood 	
Garden Sub-Committee	<ul style="list-style-type: none"> Increase participation in community garden 	<ul style="list-style-type: none"> Win awards Increase participation levels by 50% 	
Improvement Sub-Committee	<ul style="list-style-type: none"> Ensure smooth-running of core services 	<ul style="list-style-type: none"> Estate fountain 	<ul style="list-style-type: none"> Estate wide WIFI

9. FINANCE

Income from allowances

DTMO receives management and maintenance allowance from the Council to manage the services that we deliver. The allowance is based on what it costs the Council to provide the same services, and the amount provided must comply with a formula set by government (See appendix C for a breakdown).

Expenditures

Our planned expenditures, based on our historic expenditures and informed estimates of future costs are laid out in our annual budget.

Surplus fund

Surpluses is transferred to the Surplus Fund after all liabilities have been accounted for after the end of the financial year. Surplus is then only accrued if the TMO has fulfilled all of its commitments under the terms of the Management Agreement. The surplus gained from the current financial year is then split into two separate areas.

The two areas are:

1. Contingencies -Something that might possibly happen in the future, usually causing financial problems or making further arrangements necessary. It should amount to three months' operating costs. Under the terms of our MMA, the TMO is required to have 3 months of operating allowance within their account at all times.
2. Improvement Projects – Planned improvement projects, whether this is community, repair, maintenance or other organisation improvement projects. This is to be decided by the board and consulted with residents depending on the projects.

Financial risks and sustainability

Financial risks will potentially arise from five possible circumstances:

- A significant increase in repairs or voids
- A significant reduction in income through reduced allowances
- Staffing and contract costs rising at a higher annual rate than allowances
- Reduced rental income if income targets not achieved
- Potential litigation costs if DTMO is sued

We manage financial risk by taking a prudential approach to our budget and reserving a reserves fund in the amount of three months' operating costs.

Efficiency Savings

Our projection show that we are able to accumulate surplus year on year. We expect efficiencies to be achieved through effective management and monitoring of our repairs service, transferring unspent reserve to surplus, achieving value for money in our contract management and robust budgeting leading to improvements in our projected spend.

Grants and Funding

We will at every given opportunity make applications to grants and funding as we believe that this is one of the best way to mitigate the risks of reduction in allowance. Through successful application of grants and funding, we should be able to continue improving the estate. Some of the funding opportunities we have been successful so far have been, peoples health lottery, cleaner greener safer, neighbourhood fund, TRSIG Funding.

10. RISK

The Board and TMO Manager will keep a regular watch on these risks so that we can make sure our plans for dealing with them remain relevant and are put into action in good time to avoid problems getting out of hand.

	IDENTIFIED RISK	RISK	CONTROL/MANAGEMENT	STAGE
GOVERNANCE	Lack of contribution from committee members	MEDIUM	Share tasks. Ensure compliance with governance manual. Ensure that members aware of Code of Governance and responsibilities.	All stages
	Lack of involvement/interest from residents in running the TMO	MEDIUM	Be innovative in how to get people involved and the notifications of meetings.	All stages
	Meetings continually inquorate	MEDIUM	Ensure proper notification of open meetings to all residents. Make meetings interesting/topical. Use website to gather ideas, issues. Review constitution to make it workable. Ensure regular communication with residents.	All Stages
COMMUNITY AND INVOLVEMENT	Lack of involvement due to poor communication	LOW	An effective communication strategy will provide clear communication and creative ways of communication. Revisit recommendations in communication strategy	All stages
SERVICES	Failure to meet rent collection and arrears performance standards (Bedroom Tax and Universal Credit)	MEDIUM	Ensure effective payment methods and IT system with support is in place. All arrears action to be taken promptly – regular reports to Board. Advise estate residents of actions taken. Get legal system in place. Hold regular welfare advice drop in sessions. Dedicated staff time to deal with arrears. Bring in extra support if necessary.	Operational TMO
	Failure to meet key performance targets	MEDIUM	Better monitoring and management of the procedures. Regular performance reports to Board and revisit the line management structure. Ensure procedures are clear and workable and appropriate action taken and recorded.	Operational TMO

	Welfare Reform	HIGH	Residents in receipt of Housing benefits will be responsible of paying the rent due to the landlord. This poses a great risk since it is unknown whether residents will pay their rent or not. The income was previously guaranteed. The movement on this in the coming months may result in the TMO changing its option to collect rent.	Board
FINANCES	Lack of money due to inadequate control from board and treasurer and external stakeholders (the council)	LOW	Properly qualified TMO Manager and Finance Officer. Have proper checks and balances in place. Monitor expenditure.	All stages
ORGANISATION AND STRATEGY	Directly employ staff	HIGH	Ensure that proper contracts and staff handbook is in place and that staff are managed in accordance with these documents. Value and reward staff team. Ensure that the infrastructure of dealing with staff issues is in place. Identify concerns and raise at Board. Arrange informal opportunities for staff/Board interaction. Ensure Employment/Recruitment sub fully trained and up to speed.	Operational TMO
	Changes in legislation/ Government policy towards TMOs	LOW	Ensure Board is aware of potential changes, regular briefings on changes on the cards, work with other TMOs and the NFTMO to lobby Government where necessary.	All stages



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D'Eynsford Tenant Management Organisation

By the residents, for the residents.