

# D'Eynsford Tenant Management Organisation

By the residents, for the residents.

## BUSINESS PLAN

2022-2025

*Working in partnership with Southwark Council*



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
<b>AGM</b>	Annual General Meeting held each year to present the organisation's annual report, accounts and elect our new Board for the next year.
<b>BME</b>	This denotes people and communities who are black, Asian or from other ethnic minority communities (including Irish)
<b>Continuation Ballot</b>	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
<b>Council</b>	London Borough of Southwark, or Southwark Council.
<b>CIC</b>	Community Interest Company
<b>Decent Homes</b>	A standard set by the Government requiring all social housing to be wind and weather tight, to meet minimum standards for housing set down in law, have reasonably modern kitchens and bathrooms (for tenants) and be in a good state of repair.
<b>DTMO</b>	D'Eynsford Tenant Management Organisation
<b>FCA</b>	Financial Conduct Authority
<b>Governance</b>	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.
<b>GDPR</b>	General Data Protection Regulation
<b>KPIs</b>	Key Performance Indicators – signs that show how well the TMO is doing, which we will check and assess to measure our progress.
<b>Lead Advisor</b>	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.
<b>Major Works</b>	Big repairs and improvements e.g. windows, roofing, kitchen and bathroom refits
<b>Modular Management Agreement</b>	A binding legal agreement between the TMO and the landlord organisation (Southwark Council).
<b>Sustainable development or Sustainability</b>	Balancing environmental, social and economic issues within the planet's limits. D'Eynsford TMO is using a One Planet Action Plan to do this.
<b>Stakeholders</b>	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.

<b>Tenant Management Organisation (TMO)</b>	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.
<b>TUPE</b>	Transfer of Undertakings - Protection of Employment Regulations
<b>VFM or Value For Money</b>	A term used by government to describe a service which has an appropriate balance between cost, quality and satisfaction.

## 1. EXECUTIVE SUMMARY

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This business plan outlines how to manage the estate and sets out our priorities for the next three years of operation (2022 to 2025). We have a clear shared vision of how we want our estate to be and we are committed to making it a reality.

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.

The board have been incredibly active since the last business plan with updating and development of new policies and procedures, applying for further grants and funding, training and planning for improvements projects within the estate through the surplus it accumulated the previous year. We have also ensured that the operational team have had the full support, guidance and monitoring to be able to be successful. The board continues to meet every month and the 6 sub-committees (HR, Finance, Gardening, Social, Security, Repairs and Maintenance) meet regularly to ensure that the TMO is fulfilling its obligations in regards to its 'Management Agreement' with Southwark Council.

By providing good quality, joined up services, we are confident that we will be able to make efficiency savings on the allowances provided by the Council as surpluses. The surpluses that the TMO accumulates are invested back into the Estate as improvement or community projects in the community room. The activities in the community room have ranged from Coffee Mornings, IT Lessons, YOGA, Zumba, Death Café, Board Games, Nature Club, After School Club and more. The activities have all been free and inclusive of all gender, race, disabilities, ethnicity, religion etc.

The pandemic has impacted on the TMO from a service delivery point of view and also financially, however it recognises that the key role it has played in supporting its residents through the pandemic. It has been able to provide assistance to residents, mobilise an 'Action Group' of residents to help others and apply for funding and grants to be able to support and help our residents through the pandemic. Furthermore, it has also provided emergency food packages to over 30 residents, provided arts and crafts packs for to 40 families and provide educational support for up to 30 children. The work that the TMO has done to support its residents has been incredible and in some cases vital life line to some residents.

Sincerely

Tasha Gordon  
**Chair of D'Eynsford Tenant Management Organisation**

## 2. ORGANISATION DETAILS

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<b>Organisation name:</b>	D'Eynsford Tenant Management Organisation CIC
<b>Registered office:</b>	38 Mary Datchelor Close, London SE5 7AX
<b>Tel:</b>	020 7525 0745
<b>Email:</b>	<a href="mailto:TMO@Deynsford.org">TMO@Deynsford.org</a>
<b>Website:</b>	<a href="http://www.deynsford.org">www.deynsford.org</a>
<b>Community Interest Company (CIC) number:</b>	08395845 (registered in England and Wales)

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

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<b>Chair</b>	Natasha Gordon
<b>Secretary</b>	Pete Dolan
<b>Treasurer</b>	Mark Vowles
<b>Vice Chair</b>	Thomas Morgan-Evans
<b>Membership Secretary</b>	Eleri Jones
<b>Board Member</b>	Betty Joseph
<b>Board Member</b>	Connie Gray
<b>Board Member</b>	Margret Falodi
<b>Board Member</b>	Tunde Disu

### **3. INTRODUCTION TO THE TMO AND OUR PLAN**

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#### **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%).

#### **First Continuation Ballot (2021)**

In Spring 2021, the TMO carried out its first ever 5 year continuation ballot. As part of the Management Agreement with Southwark Council, D'Eynsford TMO is required to consult with all tenants and leaseholders on whether or not to continue with managing the estate ever five years. We asked residents to vote, by secret ballot, to find out if they wanted the TMO (Tenant Management Organisation) to carry on managing our estate for another 5 years.

A total turnout was 200 votes out of 352 which was a 56.8% turnout. The result of the ballot were:

<b>Question 1 - Do you wish D'Eynsford TMO to continue to manage your estate/property?</b>		
<b>RESULT</b>	<b>No.votes</b>	<b>% of valid vote</b>
Yes	171	85.5%
No	29	14.5%

<b>Question 2 - Do you think that D'Eynsford TMO does a satisfactory job as manager of estate/property?</b>		
<b>RESULT</b>	<b>No.votes</b>	<b>% of valid vote</b>
Yes	168	84.8%
No	30	15.2%

#### **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 the operational year from 2022 to 2025.

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 2022-2025

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 187 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 9 members (6 tenants, 3 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 2025 where we will involve all residents in having a say whether they would like to continue as a TMO or not.

### **Coronavirus and the ‘Covid-19 Action Plan’**

With the spread of this new disease, Coronavirus (Covid-19), D’Eynsford TMO had to focus on taking steps to look after its residents and its staff. The TMO were committed in trying to maintain its estate office remained open and were supporting its residents as much as possible. As the TMO are a frontline social housing service provider, it meant that its staff were regularly coming into contact with many residents.

Whilst the TMO understood the importance of ensuring that service continued to be provided as best as possible, it also recognised the importance of ensuring that it was considering the risks of spreading the virus and the importance of protecting and safeguarding our residents and well as our staff (especially those in the vulnerable category). Many of the residents within our estate are elderly, or people with illnesses/respiratory issues and are therefore classified within the vulnerable category according to the government guidelines.

### **Response**

D’Eynsford TMO implemented immediately an Covid 19 Action Plan in March 2020 and then updated the plan in August 2020 and then again in July 2021. Each of the updates took into consideration the advice given by the government, the changes to the office and the substantial decrease in the rate of infection.

D’Eynsford TMO also carried out an individual risk assessment of all staff members and also carried out an staff survey. D’Eynsford TMO also to ensure that it was doing as much as possible in the interest of health and safety of all its staff and residents, organised for an risk assessment to be carried out by an external risk assessor (office compliance). The following changes were made to the office and the services that the TMO provided:

- Creating perplex screens in the entrance of the officer and also in the interview rooms

- Adding light sensors in bathrooms and hand dryers to limit contact
- Adding automatic hand sanitizers in each room
- Encouraging mask wearing and also social distancing at all times
- Allowing hybrid meetings to take place (virtual and physical)
- Asking questions prior to any works in properties such as symptoms or self-isolation
- Working from home applied to those staff members who were office based and could do so
- Providing PPE (Masks, gloves etc)
- Installation of pedal bins (no contact)
- Increasing the cleaning of the officer
- Adding perplex barriers in the office
- Only carrying out urgent repairs and encouraging residents to report via phone/email
- Not allowing residents to come into the office

#### Supporting Vulnerable Residents

- Created a WhatsApp group to assist residents communicate amongst each other and seek help if required
- Create a webpage on site, specifically to communicate with residents effectively
- Mobilise an 'Action Group' of residents who would like to help others and refer those in need to them.
- Applying for funding and grants to be able to support and help our residents through the pandemic.
- Providing Emergency Food Packages
- Providing Arts and Crafts Packs
- Providing Educational Support

#### **Going forward**

The TMO have now a template of a plan to fall back on and it is on standby should the situation escalate. Furthermore, the estate champions are also on standby to provide any support for our vulnerable residents.

## 4. OUR VISION, MISSION AND VALUES

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### **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
- Run 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 and 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, participations)
- Empowering residents to have a say on how their homes and environment in managed
- Balancing environmental, social and economic issues

### **One Planet Action Plan**

We are committed to using a One Planet Action Plan ([www.oneplanetliving.net/](http://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 try 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

## 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 3<sup>rd</sup> 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"> <li>• Management – still strong and growing everyday</li> <li>• TMI looking to D'Eynsford as examples of best practise in key areas of governance and running community schemes (such as DIY Classes)</li> <li>• Visible, tangible improvement to the estate environment (e.g. New Bins, cycle shelter, planters, lighting etc)</li> <li>• Improvement already good reputation of TMO (as per resident satisfaction survey findings)</li> <li>• Positive progress towards better coordination with council &amp; council contractors and TMO staff in relation to repairs and maintenance.</li> <li>• Positive result in its continuation ballot.</li> <li>• Diversity on the board</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of people (getting involved at GM)</li> <li>• New board members</li> <li>• Increase communication and being clear to residents about responsibilities (TMO/LBS)</li> <li>• No staff retention plan (i.e. training, AL, look at other organisations)</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Apply for funding from council grants other organisation ongoing</li> <li>• Improving growth of online facilities</li> <li>• Taking responsibility management of new homes or extending its management of other blocks</li> <li>• Intercom to rest of the estate.</li> <li>• Becoming a TMO guide within the borough and surrounding</li> <li>• Getting recognised and winning awards</li> </ul>	<ul style="list-style-type: none"> <li>• Burn Out / Lack of new members</li> <li>• No succession Planning</li> <li>• Universal Credit &amp; Public sector cuts (reduced allowance)</li> <li>• Staff turnover / Salary Increase / Impact on budget</li> <li>• Lack of financial planning</li> <li>• Natural disaster and pandemic</li> <li>• Lack of consultation from Council) and therefore Increase of disrepair cases</li> </ul>

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

## 6. OUR DELIVERY MODEL: SERVICES, PEOPLE AND FACILITIES

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### 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

<b>Finance Officer</b>	Book keeping, invoicing, budget management	Mr Pawel Borucinski
<b>Repairs and Maintenance Coordinator</b>	Coordinating repairs and maintenance issues and following up work	Miss Elisa Neto
<b>Senior Caretaker</b>	Cleaning and Caretaking, supervising two caretakers and handyman works	Mr Devon Nicholas
<b>Caretaker (x2)</b>	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

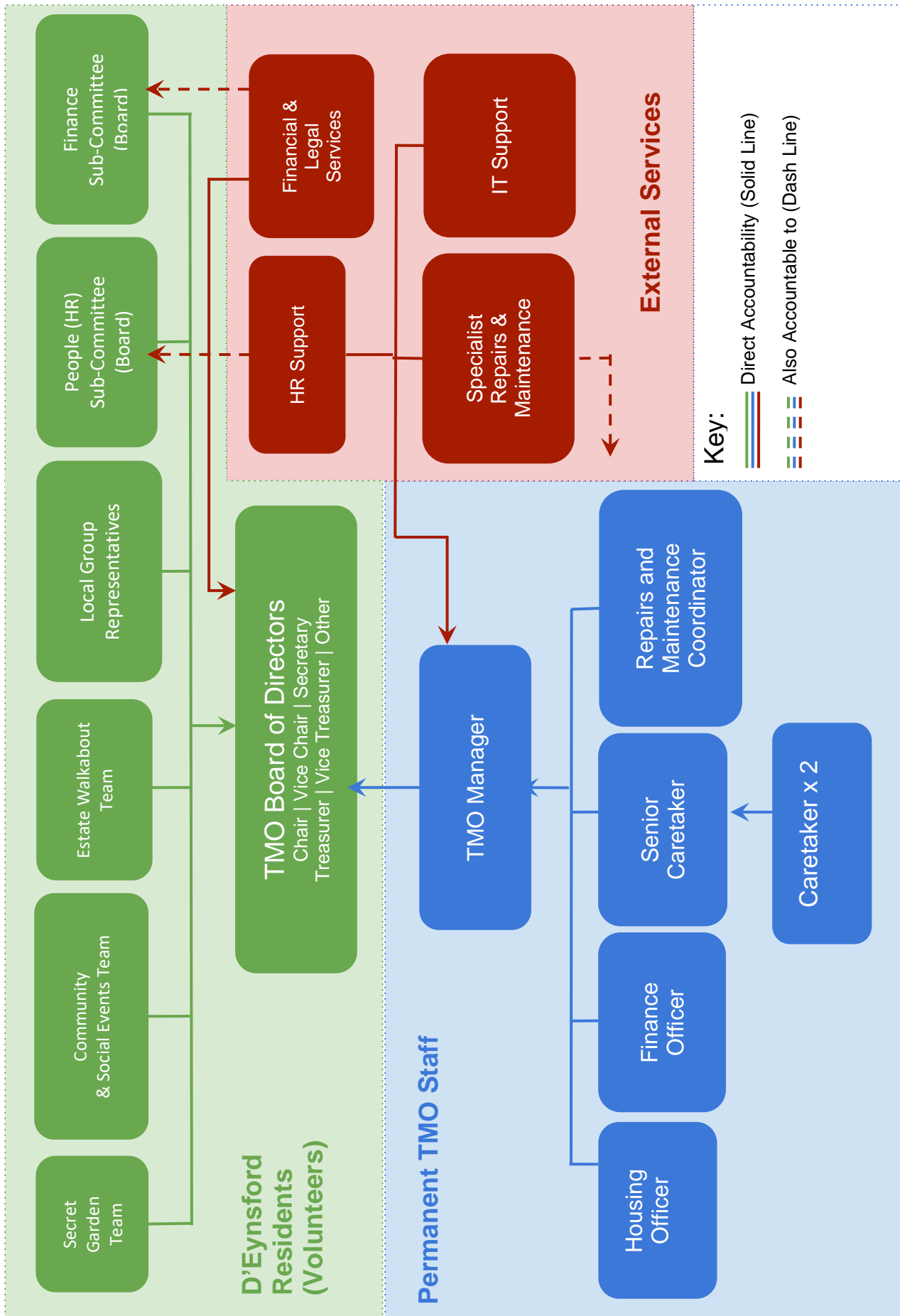
A detailed list of TMO and Council responsibilities set out under the headings of our Management Agreement with the Council is included in Appendix A.

### 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**

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### **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 11<sup>th</sup> 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	LOW PRIORITY
<b>Governance</b>	<ul style="list-style-type: none"> <li>Clarify and strengthen rules for board members and the complaints procedures</li> <li>Plan for Board succession e.g. advertise training and other benefits; develop mentoring scheme</li> </ul>	<ul style="list-style-type: none"> <li>Try to maintain the TMO Kite Mark award from NFTMO</li> </ul>
<b>Finance Sub-Committee</b>	<ul style="list-style-type: none"> <li>Pursue the opportunities presented by the redevelopment of the hostel as additional housing</li> <li>Plan for a more sustainable/affordable salary bill</li> <li>Plan how to use a larger portion of the surplus to benefit residents by accelerating the improvement works program</li> </ul>	<ul style="list-style-type: none"> <li>Develop a clearly understandable process for negotiating with Southwark on the rechargeability of improvement projects</li> <li>Investigate which additional responsibilities the TMO could take on e.g. heating/hot water</li> </ul>
<b>HR Sub-Committee</b>	<ul style="list-style-type: none"> <li>Develop a long term strategy for both directly employed and agency filled posts</li> <li>Plan for handovers as staff retire or leave especially in key roles</li> <li>Create a staff retention strategy</li> </ul>	
<b>Social Sub-Committee</b>	<ul style="list-style-type: none"> <li>Offer a programme of support sessions – like the advice service but perhaps one session each from a range of different services</li> </ul>	<ul style="list-style-type: none"> <li>Re-establish a full program of activities</li> <li>Expand the use and availability of the community room e.g. after school clubs, coffee morning etc.</li> <li>Open the community room for casual use e.g. to make use of the wi-fi and/or self-support and social contact.</li> </ul>

<b>Repairs &amp; Maintenance Sub-Committee</b>	<ul style="list-style-type: none"> <li>• Expedite the execution of the remaining projects <ul style="list-style-type: none"> <li>○ CCTV</li> <li>○ Bin Rooms</li> </ul> </li> <li>• Explore options for expanding car parking on the estate after reviewing data from Southwark</li> <li>• Develop an achievable and realistic plan for maintaining/repairing the window stock and addressing exterior redecoration</li> </ul>	<ul style="list-style-type: none"> <li>• Review and reassess the improvement project list</li> <li>• Explore if the TMO are able to install e-charging points for electric cars (in conjunction with the TMOs commit to one planet action)</li> </ul>
<b>Security Sub-Committee</b>	<ul style="list-style-type: none"> <li>• Implement the CCTV policy, train staff, monitor and review the effectiveness of the CCTV use.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore opportunities to provide residents with security advice</li> </ul>
<b>Garden Sub-Committee</b>	<ul style="list-style-type: none"> <li>• Increase participation in community garden</li> <li>• Re-tender the grounds maintenance contract to include a wider scope of works including the external boundary foliage, improve overall standards, reduce costs, vary work by season to make efficient use of the contract and explore best practice for such tasks as leaf clearance.</li> </ul>	

## What we have achieved since the last business plan

### Community Room WIFI

- Whilst we were not able to secure an estate wide wifi due to the cost implication as well as lack of alternative cheaper solutions, the TMO did however negotiate with a broadband company (Hyperoptics) free WIFI for the community room to be used by all residents.

### NFTMO Kite Mark Award

- The TMO successfully acquired the NFTMO Kite Mark Award from 2019-2021. It was first TMO to achieve this status in the whole of Southwark but also the first every TMO to achieve this within 5 years of being set up.

### Estate CCTV

- The TMO were able to start works on an estate wide CCTV project. Notification and consultation has been carried out with residents with the view of works being completed in 2022.

### Articles of Association Change (AoA)

- Various changes made to the AoA in 2021.

## 9. FINANCE

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### **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. \*D'Eynsford TMO currently has the necessary contingencies as per MMA.
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. Whilst some improvement projects are service chargeable, some projects are not. This is determined by the clauses within the lease and the discretion of the council and the board.

### **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**

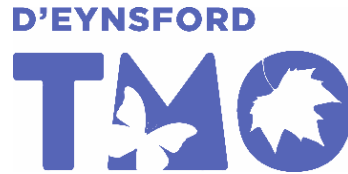
We have at every opportunity made applications to grants and funding as we believe that this is one of the best way to mitigate the risks of reduction in allowance. Through successful application of grants and funding, we are able to continue improving the estate. The funding opportunities we have been successful so far have been, people's 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	CONTROL/MANAGEMENT	STAGE
GOVERNANCE	Lack of contribution from committee members	Share tasks. Ensure compliance with governance manual. Ensure that members aware of Code of Governance and responsibilities.	All stages
	Lack of involvement or interest from residents in running the TMO	Be innovative in how to get people involved and the notifications of meetings.	All stages
	Meetings continually inquorate	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	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)	Ensure effective payment methods and IT system with support is in place. All arrears action to be taken promptly – regular reports to Board. 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	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	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	Board

		collect rent.	
<b>FINANCES</b>	Lack of money due to inadequate control from board and treasurer and external stakeholders (the council)	Properly qualified TMO Manager and Finance Officer. Have proper checks and balances in place. Monitor expenditure.	All stages
<b>ORGANISATION AND STRATEGY</b>	HR Issues	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	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.