

# D'Eynsford Tenant Management Organisation

By the residents, for the residents.

## BUSINESS PLAN

2026-2030

*Working in partnership with Southwark Council*



**D'EYNSFORD TENANT MANAGEMENT ORGANISATION CIC**

**BUSINESS PLAN 2026-2030**

**Approved by the Board: 16<sup>th</sup> September**

**Version: 1.3**

**Next review: 2028**

*This Business Plan was formally approved by the Board of Directors of D'Eynsford TMO CIC at its meeting held on  
16th September 2026 and present to all members at the AGM on the 30<sup>th</sup> September 2026*

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## GLOSSARY

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We recognise that some readers may be unfamiliar with certain terms or abbreviations used throughout this business plan. To support understanding, we have included this section to explain key terminology.

The Board of D'Eynsford Tenant Management Organisation CIC (DTMO) has made every effort to ensure that this business plan is clear, concise, and – as far as possible – free of jargon. Where specialist terms are used, they are explained here to help make the document accessible to all readers.

| 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> | Sustainable development means meeting today's needs without harming the ability of future generations to meet theirs. It balances environmental protection, social well-being, and economic growth to create long-term resilience and harmony between people and the planet.                |
| <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.                                                                                                                                                                    |
| <b>FOI</b>                                       | FOI (Freedom of Information) is a legal right that allows individuals or organisations to request access to information held by public bodies. It promotes transparency and accountability by ensuring the public can see how decisions are made and how services are run.                  |
| <b>SAR</b>                                       | SAR (Subject Access Request) is a request an individual makes to an organisation to access the personal data it holds about them. It helps people understand how their data is being used and ensures their privacy rights are protected under data protection laws.                        |
| <b>Legal Disrepair</b>                           | Legal disrepair refers to a situation where a landlord fails to carry out necessary repairs to a property they are responsible for maintaining. Tenants can take legal action to ensure the repairs are completed and may be entitled to compensation for any harm or inconvenience caused. |

## 1. EXECUTIVE SUMMARY

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As Chair of the D'Eynsford Tenant Management Organisation (DTMO), I am delighted to present our Business Plan for 2026–2030. This plan sets out our shared vision for the future of our estate and reflects our commitment to providing a safe, clean, inclusive, and thriving community where residents remain at the heart of every decision we make.

Since our establishment in 2015, DTMO has continued to grow from strength to strength. Through the dedication of our Board Members, staff team, volunteers, and residents, we have developed a successful model of local management that delivers high-quality services and empowers residents to shape the future of their community. This Business Plan builds on those achievements, providing a clear direction for the next five years. It has been shaped through consultation with residents and reflects the aspirations and diverse needs of our community. Our professional, fully staffed on-site estate office remains central to our success, enabling us to provide responsive, accessible services while ensuring that every pound of our resources is reinvested into improving the estate.

Our priorities for 2026–2030 are centred around five strategic objectives:

- **Governance and Leadership** – Strengthening transparency, accountability, and meaningful resident participation.
- **Service Excellence** – Delivering high-quality, responsive, and customer-focused services.
- **Sustainability** – Promoting environmentally responsible practices and creating a greener estate.
- **Community Engagement** – Building a strong, inclusive community, supporting wellbeing, and reducing social isolation.
- **Financial Stability** – Maintaining sound financial management to ensure the organisation's long-term resilience.

A significant milestone during the period was the successful 2026 Continuation Ballot, which provided a strong mandate for DTMO to continue managing the estate on behalf of residents.

This outstanding result demonstrates the confidence residents have in the organisation and provides a strong mandate for us to continue improving services and investing in our community.

Our ambition is to ensure D'Eynsford remains a place where every resident feels safe, respected, supported, and proud to call home. On behalf of the Board, I would like to thank our residents, staff, volunteers, and partners for their continued support. Together, we look forward to building on our successes and creating a lasting legacy for future generations.

**Connie Gray**

Chair, D'Eynsford Tenant Management Organisation

2026-2030

## 2. ORGANISATION DETAILS

|                                                 |                                                          |
|-------------------------------------------------|----------------------------------------------------------|
| <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)               |

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

|                     |                        |
|---------------------|------------------------|
| <b>Chair</b>        | Connie Gray            |
| <b>Secretary</b>    | Pete Dolan             |
| <b>Treasurer</b>    | Mark Vowles            |
| <b>Board Member</b> | Clava Jamesson         |
| <b>Board Member</b> | Margret Falodi         |
| <b>Board Member</b> | Roger Richarson        |
| <b>Board Member</b> | Nathan Puzniak-Holford |
| <b>Board Member</b> | Sandra Brown           |
| <b>Board Member</b> | Shola Oluwafemi        |
| <b>Board Member</b> | Luca Zanconato         |
| <b>Board Member</b> | Calum Storrie          |

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

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#### Introduction

D'Eynsford Tenant Management Organisation CIC (DTMO) is a resident-led Tenant Management Organisation (TMO), established in 2015 with the support of Southwark Council. It was created by local residents who wanted greater control, accountability, and influence over the management of their estate and the services provided to their community.

Operating under a formal Management Agreement with Southwark Council, DTMO is responsible for delivering a wide range of housing management services across the D'Eynsford Estate. While the Council retains ownership of the homes and continues to monitor performance through the Management Agreement, day-to-day housing management is delivered locally by the TMO, ensuring that residents remain at the heart of decision-making.

DTMO forms part of a wider network of Tenant Management Organisations across the borough, representing a successful model of resident-led housing management that empowers local communities to shape the services they receive.

Although one of the newer TMOs in Southwark, DTMO has established an impressive track record of achievement. In 2019, the organisation was recognised with the Community Organisation of the Year Award and the Best TMO Website Award. During the same year, DTMO also became the first Tenant Management Organisation in Southwark to achieve the National Federation of Tenant Management Organisations (NFTMO) Kite Mark Award, becoming the fastest TMO nationally to receive this prestigious accreditation after commencing operations.

Building on this success, DTMO has continued to receive independent recognition for its high standards of governance and service delivery. It remains the only Tenant Management Organisation in the London Borough of Southwark to hold this nationally recognised accreditation, demonstrating its continued commitment to excellence, strong governance, and high-quality service delivery.

Resident support for the organisation has remained consistently strong. In 2021, DTMO held its first statutory Continuation Ballot, with 89% of residents voting in favour of continuing as a Tenant Management Organisation. A second Continuation Ballot was held in 2026, resulting in an even stronger endorsement, with 94% of residents voting in favour of continuing the resident-led management of the estate. These results reflect the confidence that residents have in the organisation and the services it provides.

Like many organisations, DTMO has also faced significant challenges throughout its journey. During its early years, the organisation experienced staffing difficulties in key senior roles, alongside reductions in its management allowance, which placed additional pressures on service delivery. The unprecedented impact of the Covid-19 pandemic further tested the organisation's resilience and ability to maintain essential services during an

2026-2030

exceptionally difficult period.

Despite these challenges, DTMO has continued to evolve and strengthen. By learning from experience, investing in governance, developing its staff, and maintaining a strong focus on residents, the organisation has emerged as a resilient, well-managed, and respected Tenant Management Organisation that continues to deliver high-quality services and positive outcomes for the D'Eynsford community.

### **About our estate**

D'Eynsford Estate is a vibrant and culturally diverse community located in the heart of Camberwell, Southeast London. Situated within the St Giles Ward, just off Camberwell Church Street, our estate reflects the rich mix of backgrounds and cultures that make Camberwell unique.

According to our most recent Resident Survey, the estate is home to a broad spectrum of residents. The majority identify as Black (African, Caribbean, or British) or White (from various backgrounds), alongside smaller but significant groups from Asian, Latin American, and other ethnic heritages. This diversity is one of our estate's greatest strengths, enriching community life and shaping the inclusive values of the TMO.

The D'Eynsford TMO area includes both general needs housing and sheltered accommodation. The estate consists of 330 homes, with 215 tenanted by Council residents and 115 held under leasehold arrangements. The buildings are predominantly three-storey masonry constructions with pitched roofs, typical of their era. Homes range in size from one-bedroom flats to four-bedroom maisonettes, having been built during the 1970s to meet varied housing needs. For a detailed layout of the estate, please refer to Appendix B: Estate Plan.

### **Our organisation**

D'Eynsford Tenant Management Organisation (DTMO) is a not-for-profit Community Interest Company (CIC) governed by a volunteer Board of resident members. Any financial surpluses are reinvested into the estate to improve services and the living environment. Membership is open to all council tenants, leaseholders and private tenants aged 16 and over, and members play an active role in shaping the future direction of the organisation through its democratic decision-making processes.

D'Eynsford TMO is incorporated as a not-for-profit Community Interest Company (CIC). Membership is open to all estate residents aged 16 and over, including council tenants, leaseholders, and private tenants. Membership entitles residents to take part in the decision-making processes of the organisation. While membership is encouraged, we are committed to delivering services to all residents, regardless of membership status. We currently have 171 resident members.

The TMO is governed by a voluntary Board of Directors, made up entirely of residents. At present, the Board consists of 11 members, all elected at

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the Annual General Meeting (AGM). We actively promote diversity and seek fair representation on the Board in terms of ethnicity, tenancy type, and residential block.

## **Our Management Board**

D'Eynsford Tenant Management Organisation (DTMO) is governed by a Management Board made up of volunteer residents who are elected from within the membership of DTMO. The Board is responsible for setting the strategic direction of the organisation and overseeing the performance of DTMO staff and contractors.

Board members are elected annually by the DTMO membership at the Annual General Meeting (AGM). Additional members may be co-opted during the year to fill vacancies. Following the AGM, the Board holds an internal meeting to elect its officers: Chair, Vice Chair, Secretary, and Treasurer. The Board must consist of a minimum of seven and a maximum of fifteen members.

To support the delivery of its responsibilities, the Board is supported by a number of specialist committees. These committees may be adapted, added, or removed as needed. The current structure includes the following seven committees:

| <b>Sub-Committee</b>                                | <b>Description</b>                                                                                                                              |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>Finance Committee</i></b>                     | <i>Oversees financial matters including audit, income and expenditure, rent arrears, payroll, VAT, financial authorisations, and reporting.</i> |
| <b><i>HR Committee</i></b>                          | <i>Manages staffing and human resources matters</i>                                                                                             |
| <b><i>Security Committee</i></b>                    | <i>Focuses on safety and security issues across the estate</i>                                                                                  |
| <b><i>Repairs and Maintenance Committee</i></b>     | <i>Conducts monthly estate walkabouts and follows up on maintenance issues and repairs.</i>                                                     |
| <b><i>Communications Committee</i></b>              | <i>Ensures the estate's communications, media, and public relations align with DTMO standards.</i>                                              |
| <b><i>Social &amp; Community Room Committee</i></b> | <i>Organises social events and activities to help build community on the estate.</i>                                                            |
| <b><i>Gardening Committee</i></b>                   | <i>Leads on gardening and green space improvements, including the management of the Secret Garden.</i>                                          |
| <b><i>LBS Services and Major Works</i></b>          | <i>Collaborates with the council to monitor, scrutinise, and enhance the delivery of services under the council's retained responsibilities</i> |

## **Board Development, Training and Resident Engagement**

DTMO is committed to maintaining a skilled, knowledgeable, and effective Board that is equipped to provide strong governance and strategic oversight. All new Board members receive a comprehensive induction to ensure they understand DTMO's rules, governance arrangements, key

policies, and operational responsibilities. This provides new members with the knowledge and confidence needed to contribute effectively to Board discussions and decision-making.

To support ongoing development, Board members are encouraged to participate in regular training opportunities and attend an annual Board away day. These sessions focus on key areas including good governance, procurement, financial management, risk management, and the evolving responsibilities of Tenant Management Organisations. This ensures that the Board continues to develop its skills, remains compliant with best practice standards, and is able to provide effective oversight of DTMO's services.

DTMO also recognises the importance of ensuring that prospective Board members have a clear understanding of the role before making a commitment. Potential members are encouraged to attend and observe up to three Board meetings, providing valuable insight into the responsibilities, discussions, and decision-making processes involved. This approach has proved highly beneficial in helping new members make informed decisions and transition successfully into their roles.

To strengthen accountability and maintain strong links with residents and leaseholders, the Board continues to hold regular open meetings. These provide an opportunity for residents to engage directly with Board members, ask questions, share feedback, and raise any concerns regarding DTMO's services and the future direction of the organisation. Through these open channels of communication, DTMO ensures that residents remain at the heart of its governance and decision-making processes.

### **Why We Set Up A TMO**

D'Eynsford TMO was established by residents who believed that managing their own estate would deliver real and lasting benefits for the whole community. The organisation remains committed to this vision by:

- **Providing better services for everyone through quicker response times and high-quality service delivery.**
- **Employing a dedicated local staff team focused exclusively on managing and supporting the estate.**
- **Maintaining an on-site estate office, giving residents face-to-face access to services and ensuring a visible management presence.**
- **Delivering value for money by using resources efficiently and reinvesting every available pound back into improving the estate.**
- **Giving residents greater control over how their estate is managed and maintained, ensuring that local people have a strong voice in decision-making.**

By taking responsibility for the day-to-day management of the estate, D'Eynsford TMO aims to create a safer, cleaner, and more attractive environment, improving the quality of life for all residents.

## **The History of the TMO project**

In 2010, the D'Eynsford Tenants and Residents Association (TRA) began exploring whether a Tenant Management Organisation (TMO) could improve the management and services on our estate. A dedicated sub-committee was formed to investigate the available options and consult with residents. Following extensive discussions, residents voted in favour of pursuing the TMO route in November 2011, and a formal 'Right to Manage' notice was served to Southwark Council.

In March 2014, a formal ballot—organised by Southwark Council—was held to determine resident support. The outcome was overwhelmingly positive, with 87% voting in favour of the TMO on a 47% turnout.

Following this mandate, a legally binding Management Agreement was negotiated and signed with Southwark Council. This agreement outlines the responsibilities of both the Council and D'Eynsford TMO. Under this agreement, we receive an annual management and maintenance allowance based on the historical costs incurred by the Council for delivering equivalent services.

## **Resident Ballot and Support for TMO Continuation**

Under the terms of the TMOs Management Agreement with Southwark Council, all Tenant Management Organisations (TMOs) are required to carry out a formal consultation with residents every five years. This ensures that tenants and leaseholders have a direct say in how housing services on their estate are delivered.

As part of this process, residents are asked to take part in a secret ballot to decide whether they would like their TMO to continue managing housing services on behalf of the local authority (Southwark). This includes responsibilities such as day-to-day housing management and repairs for tenanted properties, residential blocks, and the wider estate, all delivered locally through the Estate Office.

D'Eynsford TMO most recently held its ballot in 2021, where it received an overwhelming 87% vote in favour of continuing its services. This result reflects a strong level of confidence among residents and marks a continued upward trend in support, with D'Eynsford improving its approval ratings from ballot to ballot. Then in 2026, it held the second ballot where it achieved 94% which not only demonstrates support for the TMO but also improvement from the previous ballot held in 2021.

These results demonstrate a strong mandate and high level of confidence in D'Eynsford TMO's ability to continue managing the estate effectively. The independent verification by Civica Election Services confirmed that the ballot was conducted fairly and transparently, with all eligible residents given the opportunity to participate and all votes accurately recorded.

## Governance and Assurance

D'Eynsford TMO has a strong track record of effective governance and continuous improvement. In 2019, it became the first Tenant Management Organisation (TMO) in the London Borough of Southwark to achieve the National Federation of Tenant Management Organisations (NFTMO) Kite Mark Award for Good Governance. This prestigious accreditation was successfully renewed in 2026, making D'Eynsford TMO the only TMO in Southwark to have achieved and maintained this recognised standard of governance.

The NFTMO Kite Mark demonstrates the organisation's commitment to transparency, accountability, effective decision-making, and resident-led management. Maintaining this accreditation reflects the Board's ongoing commitment to delivering high standards of governance and continuous organisational improvement.

In 2026, Southwark Council also commissioned BDO to undertake an independent Internal Audit of its governance, financial management, and operational controls. The audit provided a highly positive assessment of the organisation, concluding that:

- Substantial assurance was provided over the operational effectiveness of the TMO's controls.
- Moderate assurance was provided over the design of its control framework.

The auditors identified only a small number of governance-related improvements, primarily concerning the formal review of policies, enhanced recording of sub-committee meetings, and the development of a documented performance management framework.

Importantly, no high-risk findings were identified. The audit made only one medium-priority and one low-priority recommendation, both of which were considered proportionate and easily manageable for a resident-led organisation.

Overall, the Internal Audit provides strong independent assurance that D'Eynsford TMO is well governed, financially robust, and operating effectively in accordance with the requirements of the Modular Management Agreement. Together with the NFTMO Kite Mark Award for Good Governance, these independent assessments demonstrate the organisation's commitment to excellence, accountability, and delivering high-quality services for residents.

The audit confirmed that key operational and financial controls are operating effectively across a wide range of areas, including budget monitoring and financial management, procurement and contract management, governance arrangements, tenancy management, human resources processes, and health and safety oversight.

## **Membership & Involvement**

As of 2026, D'Eynsford TMO has 171 members. We conduct regular membership drives to encourage wider resident participation and ensure our TMO reflects the diversity and views of our estate. All new tenants are introduced to the TMO through meetings with Board members and receive a copy of our Resident Handbook, which outlines the different ways tenants and leaseholders can get involved.

To ensure transparency and accountability, we engage residents through a range of communication and consultation methods before implementing any significant changes to service delivery. These include newsletters, resident surveys, social media updates, the TMO website, general meetings, and direct face-to-face contact.

Resident feedback is also a vital part of our ongoing service reviews. We are committed to ensuring the views of a broad and representative range of household types are considered when developing or revising policies and procedures.

## **4. OUR VISION, MISSION AND VALUES**

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### **Our Vision**

At D'Eynsford Estate, it has long been our aim to create a place of distinction, with good services, pleasant surroundings, and a strong sense of community. We seek to build a neighbourhood where every resident feels connected, can grow personally, takes pride in their environment, and enjoys a good quality of life, while caring for the health of the land for future generations.

### **Our Mission**

We are dedicated to turning this vision into reality by:

1. Providing top-quality housing and services that meet the needs of all our residents.
2. Creating a greener, more sustainable estate through environmentally conscious choices.
3. Offering a diverse and inclusive range of activities that engage, inspire, and strengthen our community.
4. Empowering residents to actively shape, manage, and improve life on the estate.
5. Ensuring that the voices and needs of our community are at the heart of every decision we make.

### **Our Values**

We believe in:

1. Committing to fairness and equality in everything we do.
2. Respecting everyone and valuing each person's perspective.
3. Championing inclusion in all areas, including digital access and participation.
4. Empowering residents to actively shape how their homes and community are managed.
5. Supporting environmental responsibility while promoting social and economic wellbeing.

## 5. OUR OPERATING ENVIRONMENT

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### SWOT Analysis

A SWOT analysis identifies an organisation's key **Strengths, Weaknesses, Opportunities, and Threats**. The Board has carefully considered these factors to understand both the positive and negative elements that could impact the Tenant Management Organisation (TMO).

The insights gained from this analysis have been integral to shaping our strategic planning and are reflected in the priorities and objectives outlined in Section 8, as well as the risk management strategies detailed in Section 10.

| SWOT                 | DETAILS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>STRENGTHS</b>     | <ul style="list-style-type: none"><li>✓ Strong, growing management team and diverse Board with broad expertise.</li><li>✓ Recognised for governance and community project best practice.</li><li>✓ Visible estate improvements with positive resident feedback.</li><li>✓ Improved coordination with council and contractors.</li><li>✓ Successful continuation ballot, demonstrating resident confidence.</li><li>✓ Strong support from residents, ensuring initiatives are community driven.</li></ul>                                                    |
| <b>WEAKNESSES</b>    | <ul style="list-style-type: none"><li>✓ Need for structured onboarding and ongoing training for new Board members.</li><li>✓ Communication gaps with the council can affect decision-making and service delivery.</li><li>✓ Limited digital engagement; opportunity to enhance online services and communication.</li><li>✓ Dependency on key personnel, posing continuity risks.</li></ul>                                                                                                                                                                 |
| <b>OPPORTUNITIES</b> | <ul style="list-style-type: none"><li>✓ Access to council grants and external funding to support capital improvements and social initiatives.</li><li>✓ Expand online services and digital access to improve engagement and transparency.</li><li>✓ Manage new or additional housing blocks to increase influence and growth.</li><li>✓ Establish TMO as a borough leader and win awards, attracting further funding and partnerships.</li><li>✓ Strengthen resident involvement programs, including volunteering and skill-building initiatives.</li></ul> |
| <b>THREATS</b>       | <ul style="list-style-type: none"><li>✓ Volunteer burnout and recruitment challenges, limiting capacity.</li><li>✓ Impact of public sector cuts and budget pressures affecting service delivery.</li><li>✓ Rising maintenance and service costs could affect financial sustainability.</li><li>✓ External policy or regulatory changes may increase operational burdens.</li></ul>                                                                                                                                                                          |

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

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### **1. Management Agreement with Southwark Council**

The D'Eynsford Tenant Management Organisation (DTMO) currently operates under the Modular Management Agreement (MMA) established with Southwark Council in 2015. This legally binding contract governs the relationship between Southwark Council, the Landlord of the estate, and DTMO, clearly defining the responsibilities and service standards each party must uphold.

The MMA consists of multiple schedules aligned with its chapters, detailing the division of responsibilities and operational procedures. Many of DTMO's key policies and procedures have been reviewed and updated during recent MMA renegotiations. Moving forward, DTMO holds the authority to revise most schedules independently; however, any amendments to the MMA's core chapters require approval from the relevant regulatory authority, currently the FCA or its successors.

### **2. Operating Context and Governance**

Responsibility for the delivery of services under the MMA has long rested with the DTMO Board, which has provided strategic guidance and oversight of staff and operations. The foundations supporting DTMO's work have historically included:

- A dedicated office on the estate, staffed by professional personnel devoted to the needs of residents and leaseholders.
- The engagement of trusted contractors for services beyond the direct scope of the organisation.
- Well-established policies and procedures governing the provision of services.
- Defined service standards and performance monitoring to ensure accountability.
- A commitment to maintaining the estate and governance to high standards, addressing historical issues and upholding the obligations set out in the MMA.
- 

### **3. Services Provided by DTMO**

The MMA delineates estate service responsibilities between DTMO and Southwark Council (see Appendix A for full breakdown).

DTMO is committed to delivering high standards of individualised customer service, enhancing resident and leaseholder satisfaction. The estate office is staffed full-time by:

- **TMO Manager:** Oversees the overall management of staff and operations to ensure effective service delivery.
- **Housing Officer:** Manages rent collection, addresses anti-social behaviour, and handles tenancy-related issues.
- **Finance Officer:** Oversees bookkeeping, invoicing, and budgeting to maintain accurate financial records.
- **Senior Caretaker:** Supervises cleaning, caretaking, and carries out internal repairs to maintain a safe and well-kept environment.
- **Caretakers (x2):** Perform cleaning, caretaking, and minor repair tasks to support the smooth running of the estate.

Residents can contact the office by phone, email, letter, or in person during office hours (9 am to 5 pm, Monday to Friday). Outside office hours, messages can be left, and a 24-hour emergency line operated by Southwark Emergency Control is available.

#### 4. Services Retained by Southwark Council

Southwark Council remains responsible for key services, including out-of-hours repairs, structural maintenance of buildings, parking and garage management, major works and refurbishments, refuse collection, door entry system repairs, heating systems, pest control, and tree maintenance.

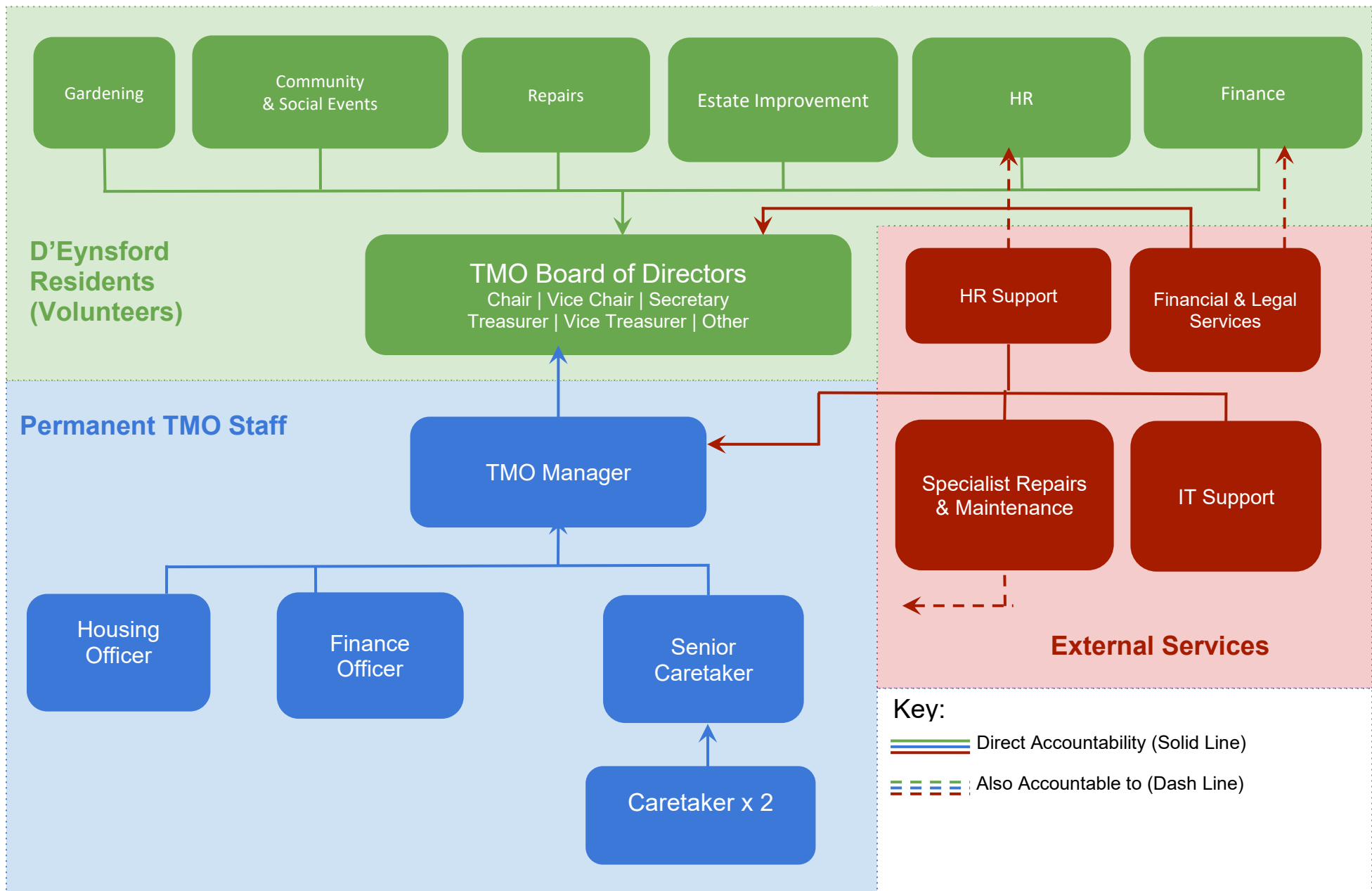
For a detailed allocation of responsibilities between DTMO and the Council, please refer to Appendix A

#### Our People

**GREEN – Our Volunteers** - The TMO is governed by an elected Board of Directors made up of residents. This board provides leadership and strategic direction. In addition to the Board, there are various resident-led teams, representative roles (such as members on the Police Safer Neighbourhood Panel, Area Forum, and Southwark TMO Committee), and community activities that all residents are encouraged to participate in. These volunteer roles are essential in ensuring the TMO remains resident-focused and accountable.

**BLUE – Our Directly Employed Staff** - Our operational functions are carried out by a dedicated team of employed staff who work under delegated authority with defined financial limits and a clear reporting structure (detailed in our Governance Manual). The staff team is led by the TMO Manager, who oversees day-to-day management, contract administration, monthly performance reporting to the Board, and recommendations on decisions beyond the Manager's authority.

**RED – External Contractors and Specialist Support** - Specialist repairs or those beyond the scope of our handy person are outsourced to external contractors. These contractors are closely monitored to ensure service quality and value for money. We also engage third-party HR support to keep our human resources policies and health and safety procedures up to date, and to assist with any HR issues. Payroll functions are handled by the Manager, approved by two Board members, and processed by an external payroll company. Additionally, the TMO's financial accounts are subject to an annual audit, with the appointment of auditors approved by our members at the Annual General Meeting.



## **7. OUR COMMUNITY**

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### **Social Events**

Building a strong, connected and inclusive community remains at the heart of DTMO's work. We continue to deliver a varied programme of social, recreational and wellbeing activities that bring residents together, encourage participation, and strengthen community spirit across the estate.

Our annual programme includes a wide range of popular events for residents of all ages, including the Community Fun Day, summer trips, Halloween celebrations, International Day, gardening activities, women's events, football tournaments, and the annual Christmas party. These are complemented by our regular Wednesday coffee mornings, held at the TMO office, which provide a welcoming opportunity for residents to meet, socialise and access advice and support.

We have continued to secure funding to sustain and expand our gardening initiatives, recognising the positive impact that green spaces have on residents' health, wellbeing and community pride. Through Southwark Council's Neighbourhood Fund, the TMO continues to part-fund the services of our Community Gardener, who delivers weekly gardening workshops in the Secret Garden. These sessions encourage residents to learn new skills, improve biodiversity, and take an active role in caring for their local environment.

DTMO has also been successful in securing external funding, including grants from Sport England, to invest in opportunities that promote healthier lifestyles and greater participation in physical activity. This funding enabled the refurbishment and enhancement of the estate's basketball court, transforming it into a modern Multi-Use Games Area (MUGA). As part of this investment, free weekly basketball coaching sessions are now delivered every Saturday for children and young people aged 8–17, providing accessible opportunities for exercise, skill development, teamwork and positive community engagement.

Through these activities and partnerships, DTMO continues to create opportunities that reduce social isolation, promote healthier lifestyles, strengthen community cohesion and enhance the quality of life for everyone living on the D'Eynsford Estate.

### **Community Room**

One of the features that makes D'Eynsford Estate truly special is our dedicated Community Room. Many estates do not have access to a purpose-built community space, making this a unique and invaluable asset for our residents. It provides a welcoming place where people of all ages can come together, build friendships, access support, learn new skills, and take part in activities that improve health and wellbeing.

In 2016, DTMO recognised the potential of a previously unused room within the estate and identified it as the ideal location for a new community hub. Thanks to funding from the People's Health Lottery and Southwark Council, the room underwent a complete refurbishment, with works commencing in April 2017 and being completed in July of the same year.

From the outset, our vision was to create a warm, inclusive and accessible space that would bring the community together while supporting residents' physical health, mental wellbeing, social connections and personal development.

Since opening, the Community Room has become the heart of estate life. It has hosted a wide range of activities and events including computer training, fitness classes, bingo sessions, quiz nights, book clubs, children's activities, youth projects, residents' meetings, wellbeing workshops, and even a Death Café. These activities help reduce social isolation, improve wellbeing, and strengthen community connections across the estate.

In 2025, the Community Room was rebuilt and significantly enhanced as part of the Mary Datchelor Close redevelopment. The modern, purpose-built facility provides an even better environment for community activities and offers exciting opportunities for the future. Over the lifetime of this Business Plan, DTMO aims to maximise the use of this exceptional facility by expanding its programme of activities, supporting local groups, and developing appropriate room hire opportunities to generate additional income that can be reinvested into services and improvements for the benefit of all residents.

### **Secret Garden**

The Secret Garden project transformed a previously derelict plot of land into a vibrant green space with the support of Southwark Council, local councillors, the housing officer, and the Tenants and Residents Association. Funding was secured to develop the area into a community garden featuring a woodland and wildlife area, vegetable beds, a greenhouse, seating spaces, and a herb garden.

The gardening group aims to create a peaceful and tranquil environment where people of all abilities can come together in cooperation and friendship. It also seeks to help residents of all ages connect with nature, learn about gardening and horticulture, produce and share fresh vegetables, fruits, and herbs, and promote physical fitness and wellbeing. The garden has become a cherished space that enhances the quality of life for many on the estate, while fostering environmental awareness and community pride.

8. OUR PRIORITIES AND OBJECTIVES [SEE APPENDIX D]

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To ensure our plans truly reflect the needs and priorities of the community, every new idea or initiative will be carefully developed, tested, and refined through thorough consultations with residents. This approach guarantees that our work is responsive, relevant, and supported by the people it serves.

**Key Objectives for Years 1–5**

Our strategic objectives are grouped into five priority areas, which are critical to the TMO’s success and growth. These areas will guide decision-making, resource allocation, and day-to-day operations as we work to achieve our vision:

|                                                        |                                                                                                                                                                      |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Governance and Leadership</b>                       | Strengthen the TMO’s leadership and governance structures to ensure transparency, accountability, and active resident involvement in decision-making.                |
| <b>Service Excellence</b>                              | Deliver high-quality housing and community services that are responsive to residents’ evolving needs and expectations.                                               |
| <b>Sustainability and Environmental Responsibility</b> | Integrate sustainable practices across all operations, promoting environmental responsibility and reducing our ecological footprint.                                 |
| <b>Community Engagement and Wellbeing</b>              | Build a vibrant, inclusive community by encouraging resident participation, fostering social cohesion, and supporting wellbeing initiatives for all.                 |
| <b>Financial Stability and Growth</b>                  | Maintain financial resilience to safeguard essential services and enable investment in new initiatives and infrastructure that benefit residents over the long term. |

By concentrating on these five priority areas, we will establish a strong foundation for sustainable growth and meaningful impact. Our progress will be regularly reviewed and adapted to changing circumstances to ensure we continue to meet the community’s needs effectively.

## 9. OUR FINANCES

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### **Income from Allowances**

D'Eynsford Tenant Management Organisation (DTMO) receives a management and maintenance allowance from the Council to deliver estate management and housing services. This allowance is calculated in accordance with a government-mandated formula and reflects the cost the Council would otherwise incur in providing equivalent services (see Appendix C for full breakdown).

This guaranteed income stream provides DTMO with a stable and predictable financial base, enabling effective long-term planning and service delivery.

### **Expenditure Framework**

Annual expenditure is governed by a detailed budget, informed by historical performance and projected operational requirements. The budget ensures disciplined financial management, value for money, and the continued delivery of high-quality services to residents.

### **Surplus Management and Reserves**

At the end of each financial year, once all contractual and statutory liabilities have been met, any surplus is transferred to the Surplus Fund, subject to full compliance with the Modular Management Agreement (MMA).

The Surplus Fund is allocated across two strategic priorities:

- 1. Contingency Reserves**

DTMO maintains reserves equivalent to a minimum of three months' operating costs, in line with MMA requirements. This provides financial resilience against unforeseen events and operational pressures.

- 2. Planned Investment and Improvement**

Surpluses are reinvested into estate improvement programmes, including community projects, repairs, maintenance, and organisational development. Project priorities are set by the Board in consultation with residents. Service charge recovery is subject to lease terms and Council approval.

## Financial Risk and Sustainability Strategy

DTMO recognises that robust financial management is essential to the organisation's long-term sustainability. Key financial risks include:

- Unexpected repair costs or increased voids
- Reductions in government allowances or external funding
- Inflationary pressures on staffing and contract costs
- Underperformance in rental income collection
- Legal liabilities, including disrepair, damp, mould, and rent recovery cases

To mitigate these risks, DTMO operates a comprehensive financial control framework including:

- **Prudent budgeting** based on conservative assumptions
- **Maintaining reserves** equivalent to at least three months of operating costs
- **Continuous financial monitoring** of income, expenditure, and cash flow
- **Risk-specific contingency planning** for high-exposure areas such as legal disrepair and rent collection

This approach ensures DTMO remains financially resilient while maintaining service quality.

## Efficiency Savings

DTMO's financial model demonstrates a sustainable capacity to generate annual operating surpluses. These efficiencies are achieved through:

- Effective repairs and contract management
- Strong procurement and value-for-money controls
- Reallocation of under-utilised reserves
- Robust financial planning and cost control

Efficiency savings are reinvested to support service improvement and long-term financial health.

## Grants and External Funding

DTMO actively pursues external funding to diversify income streams and reduce reliance on management allowances. Successful funding bids to

organisations such as the People's Health Lottery, Cleaner Greener Safer, Sports England and Neighbourhood Fund have supported estate improvements and community initiatives.

This proactive funding strategy strengthens financial resilience and supports long-term community development.

### **Financial Transparency and Governance**

DTMO operates a strong financial governance framework:

- Monthly financial reports are presented to the Board by the Treasurer
- Reports include budget performance, trend analysis, cash flow forecasts, and three-year comparisons
- All residents receive the audited balance sheet via the annual report
- Annual budgets are approved in March
- Audited accounts are ratified at the AGM in September

Audited accounts are submitted to the FCA, Southwark Council, and Companies House.

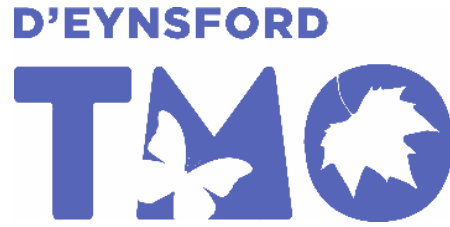
### **Finance Monitoring and Assurance**

Financial performance is continuously monitored by the Treasurer, with full bank reconciliation and transaction verification. Independent external audits are conducted annually.

In addition:

- Quarterly and annual financial returns are submitted to the Council
- Council internal audits provide further assurance on controls and governance
- Financial systems and processes are regularly reviewed for compliance and best practice

This multi-layered assurance framework ensures transparency, accountability, and financial integrity.



If you would like this information in large print, in Braille, or in another format or language, please contact us on **020 7525 5045**.

|                          |                                                                                                                             |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>Español:</b>          | Si desea esta información en otro idioma, rogamos nos llame al <b>020 7525 5045</b> .                                       |
| <b>Français</b>          | Si vous souhaitez ces informations dans une autre langue, veuillez nous contacter au <b>020 7525 5045</b> .                 |
| <b>Português</b>         | Se desejar esta informação noutro idioma, é favor telefonar para <b>020 7525 5045</b> .                                     |
| <b>Twi:</b>              | Se wope saa nkaeboy yi wo kasa foforo mu a, fre <b>020 7525 5045</b> .                                                      |
| <b>Yoruba</b>            | Tí ẹ ba fẹ ìmoràn yíí ní èdè òmíràn, ẹ jòwọ, ẹ kàn wá l'ágogo <b>020 7525 5045</b> .                                        |
| <b>中文 (Chinese):</b>     | 如果您希望以其他语言或格式获取此信息，请致电 <b>020 7525 5045</b> 与我们联系。                                                                          |
| <b>हिन्दी (Hindi)</b>    | यदि आप यह जानकारी किसी अन्य भाषा या प्रारूप में चाहते हैं, तो कृपया हमसे <b>020 7525 5045</b> पर संपर्क करें।               |
| <b>Polski (Polish)</b>   | Jeśli chcę Państwo otrzymać te informacje w innym języku lub formacie, prosimy o kontakt pod numerem <b>020 7525 5045</b> . |
| <b>العربية (Arabic)</b>  | إذا كنت ترغب في الحصول على هذه المعلومات بلغة أو تنسيق آخر، يرجى الاتصال بنا على الرقم <b>020 7525 0745</b>                 |
| <b>Soomaali (Somali)</b> | Haddii aad rabto macluumaadkan oo ku qoran luqad kale ama qaab kale, fadlan kala soo xiriir <b>020 7525 5045</b> .          |