

Blenheim Gardens RMO



Business Plan Blenheim 2012

Blenheim Gardens Resident Management Organisation represents a big step in providing local residents the opportunity to decide how the estate is managed and how services are developed.

Our aim is to make Blenheim Gardens Estate a place which is attractive and safe; green and clean; vibrant, welcoming and inclusive. Above all, to make Blenheim Gardens an estate where residents feel proud to live.

Contents

Glossary	3
1. Welcome to our business plan	5
2. Background and Introduction.....	6
3. Business Planning Assessment and Analysis	15
4. Our Successes to Date	36
5. Our Strategic Priorities	38
6. Blenheim Gardens RMO Action Plan	40
7. Financial Plan	71

Draft

Glossary

Because Blenheim Gardens RMO is first and foremost a community based organisation, we have attempted to ensure that our business plan is clear, concise and – as far as possible – jargon free.

Our business plan provides an opportunity for the Resident Management Organisation (RMO) to set out our understanding of the issues which affect both the estate and our organisation. Based on this analysis and understanding we have set out our plans for future action.

We always have an open door, and anyone wishing to discuss the issues raised by our business plan, or who may want to have points clarified, can contact the TMO through the housing office and we will be happy to oblige.

Some readers may be new to some of the terms or abbreviations used in this document. Below, we have set out a short glossary which explains some of these terms and abbreviations. Again, if anything is unclear or needs clarifying, please contact the BGRMO office.

Term	Meaning
AGM	Annual General Meeting held each year to present the RMO's annual report, accounts and elect our new Management Board for the next year.
ALMO	ALMO stands for Arms length management organisation. It is an independent organisation which manages and improves housing and estates on the Council's behalf. Blenheim is part of the URH ALMO
BME	Black and minority ethnic - this denotes people and communities who are black, Asian or from other ethnic minority communities (including Irish).
Decent Homes	A standard set by the Government regarding property condition and quality which all Councils have to achieve by 2010.

KLOE	Key Line of Enquiry - a set of Service and organisational standards established by the Audit Commission.
Management Agreement	A binding legal agreement between the TMO and the landlord organisation (LB Lambeth).
NFTMO	National Federation of Tenant Management Organisations.
Tenant Management Organisation	An organisation set up by local tenants and residents to run estates housing services. A TMO is set up to run services for the benefit of its membership and is a not for profit organisation.
United Residents Housing (URH)	URH is an ALMO (See above) set up by four Lambeth TMOs of which Blenheim is one. The ALMO is an independent organisation with its own Board. URH is responsible for attracting the funding needed to improve and develop our estates to ensure we meet the Decent Homes Standard (see above).
VFM	Value for Money - a long used term, recently adopted by the Government to denote a service which has an appropriate balance between cost, services, quality and satisfaction, etc.

1. Welcome to our business plan; *Blenheim 2012*

Our business plan sets out our analysis of the current situation, including the opportunities and challenges we can foresee in the period ahead.

We have also set out where we have achieved successes and where we feel we may need to improve. This business plan sets out our objectives, strategies and action plan covering the next three years. These cover the services we provide; our plans to make improvements on our estates; and the facilities available to local residents; as well as issues relating to how we run the RMO.

Good financial management is also critical to our success. Towards the back of the business plan you will find our budget for the next three years. Importantly, this budget includes those actions and plans we have made which have a cost implication.

A Message from the Chair

Dear fellow residents

Welcome to the RMO's first business plan, entitled *Blenheim 2012*. This plan has been developed over a period of time and the contents are the consequence of a number of focus groups held with the people the RMO serves, you, the estate residents. The plan captures our collective achievements to date as well as our aspirations for the years ahead.

Since the development of the RMO in 2001, we have come along way, faced and overcome many challenges; and now we are in the position whereby we are preparing and planning for the future. The future will present us with many new challenges and it is important that we are properly prepared for the times ahead and that these are managed inline with our Mission Statement, Values and most importantly, our shared Vision for the RMO and the services we receive.

I sincerely thank all the residents who participated in the development of this plan as well as those who have shared their thoughts and ideas with us, be it formally or informally. I also thank my fellow board members and sub committee members, who dedicate their time each month to improve the services offered to us all. Put simply, without the involvement of our residents, *Blenheim Gardens RMO* would cease to exist and this is why residents are at the heart of everything that we do.

I hope you find this plan both useful and informative

Warm regards

Angela Bartley

Chair of *Blenheim Gardens RMO*

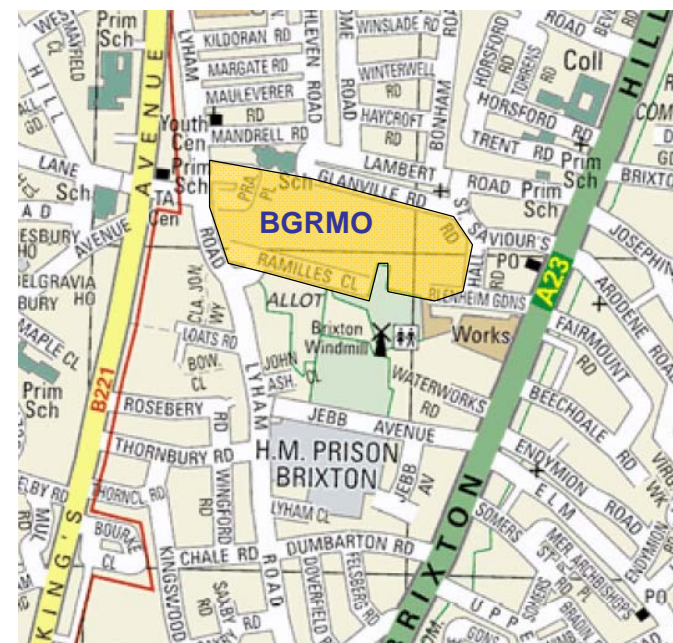
2. Background and Introduction

a. Introduction to Blenheim Gardens and our Community

Blenheim Gardens Resident Management Organisation (BGRMO) is a community-led organisation run by a Board made up of estate residents. The RMO is responsible for most of the day to day services provided on the estate and has a major role over the strategies and plans for the future running of the estate.

Blenheim Gardens Estate is situated between Brixton Hill and Kings Avenue and despite being only minutes away from Brixton and close to Clapham, the estate is relatively quiet and 'off the beaten track'. Generally, we are seen as a desirable estate and we have earned a reputation for innovation, service improvement and commitment to community empowerment. But we are certainly not complacent. We have many improvements to make and we have, and will continue to make plans for the future.

The Board of BGRMO is democratically elected each year and is accountable to the residents of the estate. All residents are encouraged to join and become members of the RMO and most have. Once they have become a member, residents are also encouraged to become actively involved in the governance of the RMO.



The RMO Management Board is the key decision making body on the estate, but, we have developed a number of ways for residents to get involved. The overall framework which sets out the different ways residents can become involved and have a say over the way the estate is run is contained in our Resident Participation Compact.

Blenheim Gardens RMO was established in 2001 and provides a generic housing management service to Residents, Leaseholders and Freeholders on the estate. The RMO receives the bulk of its income from the LB Lambeth in the form of Management and Maintenance Allowances for running the estate.

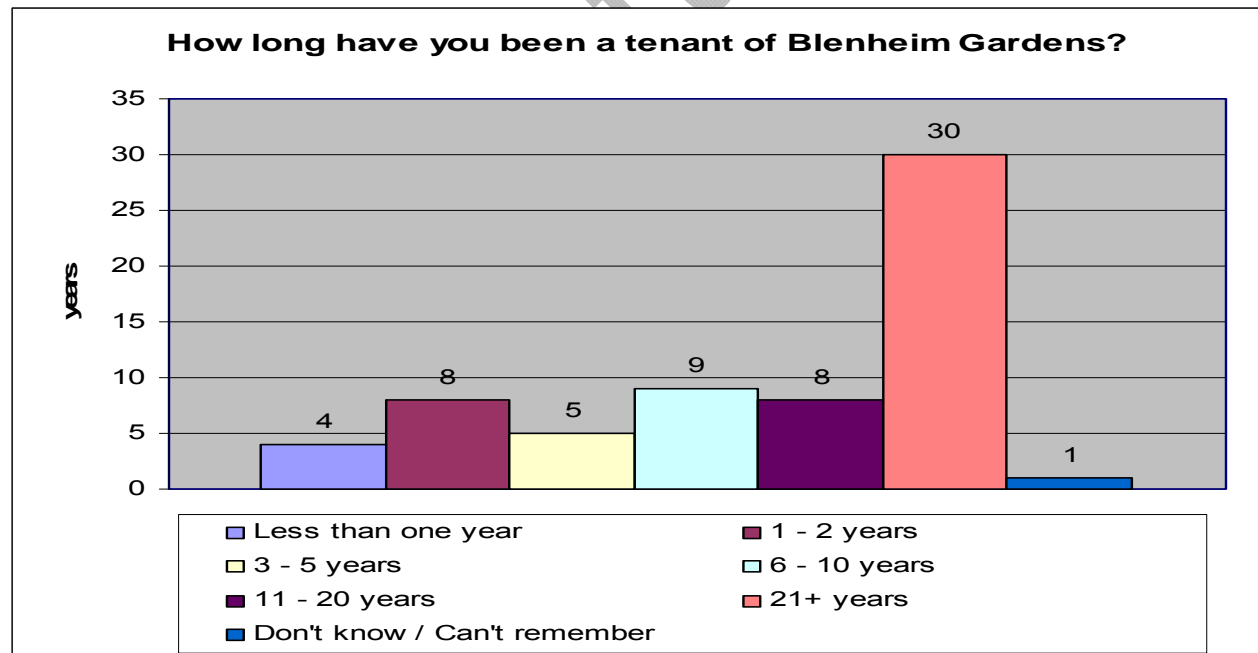
The estate consists of 440 mixed tenure properties, the majority of which are tenanted properties. The estate has a number of property types combining low rise flats with two storey houses.

Generally, Blenheim Gardens could be described as a very settled community. The majority of residents on the estate have lived on Blenheim Gardens for many years. A survey undertaken in 2007 (known as the STATUS survey) found that whilst approximately one quarter of the households responding had lived on the estate 5 years or less, almost one half of respondents had lived on the estate for 21 years or more.

The following table breaks down the period of time respondents have lived on Blenheim Gardens.

The Blenheim Gardens community is also diverse in terms of age. Our 2007 survey found that approximately 30% of households had someone 16 years or younger. But, we also have approximately 50% of households with someone of 60 years or older.

In terms of ethnic diversity, Blenheim Gardens is generally reflective of the surrounding community. Approximately 68% of respondents described themselves as 'white', with a corresponding 32% of respondents describing themselves as 'non-white' against a range of ethnic categories.



b. Blenheim Gardens and United Residents Housing

Whilst BGRMO is an independent organisation (fully in control of its own finances and decision making) we are also part of United Resident's Housing (URH). Blenheim Gardens is one of four resident managed estates which established and make up URH.

United Resident's Housing is what is known as an Arms Length Management Organisation (ALMO). The organisations which make up URH are:

- United Residents Housing (ALMO)
- Blenheim Gardens RMO,
- Loughborough EMB,
- Roupell Park Co-op
- Waltham RMO

Like Blenheim Gardens, each of the individual RMOs has their own management agreement with Lambeth Council. URH acts as the council's agent for the monitoring, supervision, and support of RMOs. In return for providing these services, it too receives a fee from the council.

The governing body of URH is its Board of Directors. This comprises nominees of the RMOs and the council, and elected independent directors who bring particular skills and expertise to the board. The council and the RMOs have agreed to maintain a balance of membership on the URH Board of Directors which is comprised of:

- 50% of directors who are nominees of the RMOs
- 25% of directors who are nominees of Lambeth Council
- 25% of directors who are independent directors

However, whilst, like Blenheim Gardens each of the organisations which make up URH are independent, we are committed to working in partnership to secure the funding and know-how required to improve and develop our homes and estates in order to meet the Decent Homes Standard.

In order to access the funding necessary to achieve the Decent Homes Standard, URH needs to show it provides excellent services to residents and is efficient in the way it is run. We also need to show that we can sustain and continually improve our services and ways of working. In order to achieve this, the four RMOs and URH are committed to working together to achieve the best results for our residents.

c. About the Blenheim Gardens Estate

BGRMO took over responsibility for most of the housing management responsibilities on the estate in 2001.

The estate was constructed in the mid 1970's and is arranged in a series of terraced blocks. At the centre of the estate is a central open space which the RMO has invested its resources and energy to create a pleasant green area with flower beds and shrubs. This area is know as the 'mall'

At either side of the estate – along Blenheim Gardens, Glanville Road, Prague Place and Ramilles Close – are parking bays and some 204 garages. The RMO office is located at 24 Prague Place, Blenheim Gardens Estate, SW2 5ED and is situated alongside a number of retail units.



d. Blenheim Gardens RMO, Our Mission Statement, Vision and Values

BGRMO is a not for profit society of residents and we have a strong sense of community. We place efficiency and best value at the very centre of our approach. Any surpluses generated from effective budgetary management and efficiency savings are ploughed back into estate improvements.

In addition to the range of work we do amongst estate residents, we also play an active part in the wider neighbourhood around Blenheim Gardens Estate. The RMO also sponsors a number of community partners including the Friends of the Windmill Gardens, the Clapham Youth Centre, Blenheim Edible Gardens and Organic garden projects.

Our Mission Statement:

'Building a greener, safer and prosperous future with the community we serve'

Our Vision

BGRMO is committed to working for the people of Blenheim Gardens Estate in order to improve the quality of life for all. We will achieve this by:

- Providing the best housing service possible for all our residents
- Ensuring we continue to communicate, consult and involve all members of our community in our decision making.
- Working to increase the level of resident involvement
- Improving our housing stock and environment of all residents
- Working transparently
- Eliminating community and financial exclusion
- Working in partnership with other community groups to improve the area immediately surrounding Blenheim Gardens Estate
- Undertaking projects and initiatives that will benefit our community.

- Working towards securing greater independence for the RMO from Lambeth Council
- Endeavouring to build a sustainable and cohesive community.

We will achieve our vision by:

- Finding out about our communities to ensure that the strategic and service delivery is reflective of the identified needs and aspirations
- Demonstrating our commitment to engaging with the community we serve by developing resident participation structures that provide and promotes wider community involvement
- Making connections that show how residents are able to not only shape decisions, but are also equal partners in the process
- Tailoring communication channels to meet the needs of our community

Our Values

Because we are a community managed organisation, our values form an essential part of our approach. These values underpin our actions and decision-making. BGRMO has developed the following values in order to reflect our commitment to resident participation and to provide value for money services:-

- We will at all times endeavour to put our residents first
- We will provide services reflective of local need and priorities
- We respect our community and care about people
- We celebrate the diversity of our community and will strive to ensure we represent and serve all residents in a fair and equitable manner
- The contribution of our residents is central to all that we do
- We believe in Resident Participation and in Community Empowerment and encourage our resident's to have the confidence and imagination to create solutions. We value our resident's opinions.
- We believe in actively improving the quality of life for all residents
- We will invest in the development of our organisation and its workforce.
- We will establish leadership through effective governance and accountability.

e. Governance of BGRMO

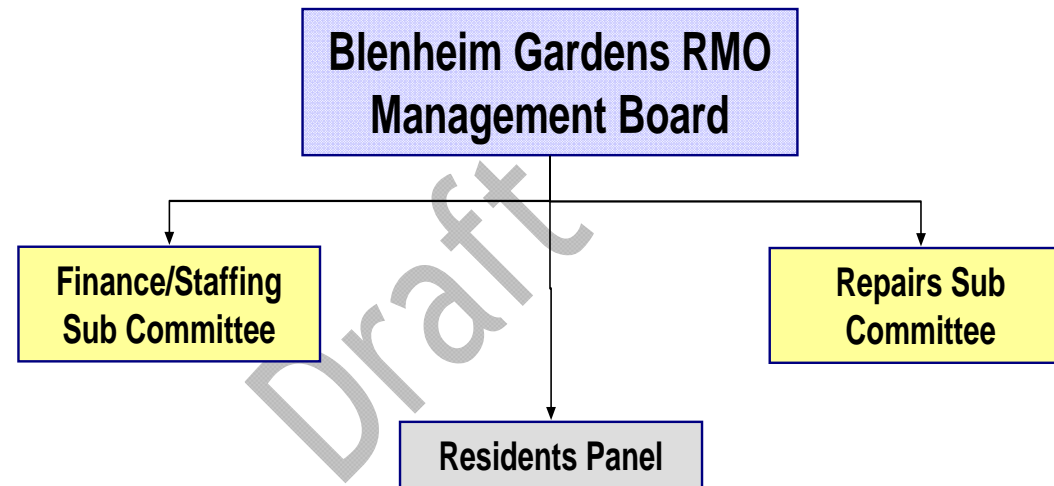
Blenheim Gardens RMO is controlled by a Management Board, which is elected annually at a meeting of our membership (Annual General Meeting). Members of the Board are drawn from across the estate and include tenants, leaseholders and freeholders. All Board members offer their time voluntarily. The RMO also has a number of sub committees, including a finance sub, which oversees the RMO finances on a monthly basis.

Blenheim Gardens Resident Management Organisation 2009/10 Governance Board Member List:

- Angela Bartley
(Chair)
 - Maud Simmance
(Treasurer)
 - Selena Ellis
(Secretary)
 - Derek Bailey
 - Mary Bailey
 - Diana Thompson
 - Blodwen Outlaw
 - Jackie Pereira*
- Janet Hayes
 - Elsie Binder
 - Robert Harvey
 - Anton Manickam*
 - Pat Prendergast
 - Richard Vinter
 - Greg Furlong
 - Jennifer Moore
 - Susan Alldis (co-opted member)
- * Also a board member of URH

In addition to the Management Board, the RMO has a number of sub-Committees and a Residents Panel. These sub-Committees allow for a more detailed examination of issues facing the RMO and report back to the Management Board in relation to decision-making. Sub- Committees are governed by standing orders and terms of reference. The Residents Panel allows estate residents who are not members of the Management Board to offer their views on the management of the estate. The RMO's residents' panel has been developed in partnership with United Residents Housing.

BGRMO Management Board and Sub-Committees structure



The Board meets monthly and is responsible for setting the strategic direction of the RMO and for monitoring the RMO's performance, finance, organisational development.

The Board reports to the members of the RMO through a quarterly newsletter and an annual report. The RMO also organises quarterly General Meetings to which all estate residents are invited.

In 2003, the RMO was awarded TMO of the year and in 2005, the RMO were accredited 'investors in people' status. In 2008, the RMO was awarded the NFTMO's 'Good Governance' Kite mark. The RMO is the first in the London Borough of Lambeth to achieve this status; in 2009 the RMO become a nationally recognised NFTMO 'Guide TMO' offering support and assistance to other TMO's across the country.

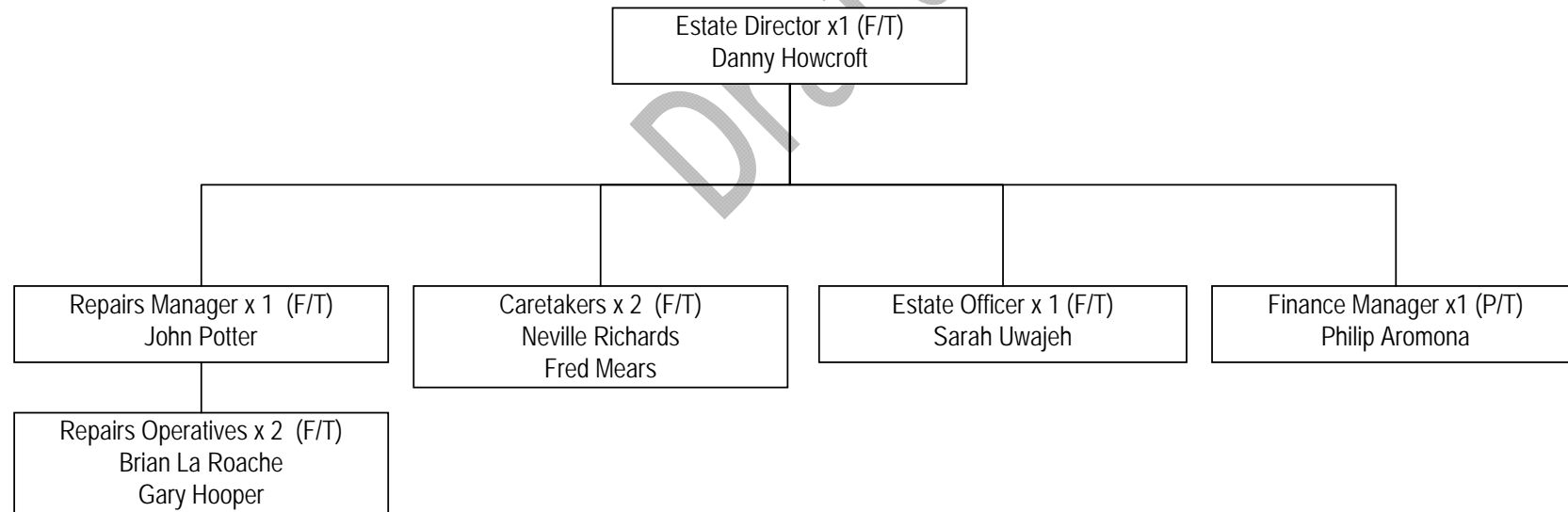
f. Housing and Estate Management Services

BGRMO has a Management Agreement with London Borough of Lambeth which sets out those responsibilities which have been transferred to the RMO and those which remain with the Council. In return for managing and maintaining tenanted properties and the estate, BGRMO receives an annual management and maintenance allowance.

The RMO employs a number of office and estate staff to run the day to day housing services.

Ensuring that we support and develop our staff team is critical to the success of the RMO. Our business plan pays particular attention to human resources, including how the RMO manages performance and provides training and development to the staff team. Our aim is to be an 'employer of choice' which our staff value. BGRMO has been recognised as an Investor in People since 2004.

The following diagram illustrates our current staffing structure:



The key responsibilities of BGRMO under the Management Agreement are:

- Repairs and maintenance of homes and communal areas
- Rent and Service Charge collection and arrears management
- Management of void properties
- Caretaking and estate cleaning
- Tenancy management, Estate and Grounds maintenance
- Lettings (but from April 2008 not the allocation of properties)
- General tenancy and housing advice
- Financial planning and regulatory compliance

Under the terms of our Management Agreement, LB Lambeth are responsible for a range of activities, including:

- Heating and hot water supply
- Allocations (managing Choice Based Lettings)
- Aids and adaptations (i.e. due to disability, age and so on)
- Refuse / recycling collection

United Residents Housing is responsible for:

- Monitoring services
- Service improvements
- Capital and major repairs works (including works to meet the governments decent home standard)

3. Business Planning Assessment and Analysis

In order to support the development of the business plan, BGRMO has carried out a series of assessment exercises. The aim of our assessment is to look across the range of services provided by the RMO and at the general environment within which we operate. Critically, we have tried to identify areas of any potential weakness and those areas where we are relatively strong.

a. Our Operational Performance

BGRMO places a particular importance on performance management. Reports are regularly provided to the Management Board, who set and monitor performance against agreed targets. URH has a critical role to play in the monitoring and reporting of performance.

Our analysis of current performance shows some areas of strength and some areas requiring improvement.

Responsive Repairs

Responsive repairs represent our key customer facing service area and it is a service our customers (BGRMO's tenants) consistently priorities. The general theme with regard to performance in this area of activity is that BGRMO performs well when undertaking repairs work in house or with our appointed contractors, either on or exceeding target. When we factor in performance for repairs undertaken out of hours (the retained responsibility of LB Lambeth) our performance declines.

Non-Urgent Repairs

Non-urgent repairs are fully undertaken by BGRMO and/or our appointed repairs contractors. The following table shows our performance compared to the URH average and that of the LB Lambeth.

The average number of calendar days to complete non-urgent repairs				
	Performance yr end 08/09	Target 2008/09	Target 2009/10	Target 2010/11
Blenheim Gardens	8.6 days	11 days	11 days	10 days
URH (average)	10.4 days	11 days	11 days	10 days
LB Lambeth	14.7 days	12 days	12 days	12 days

Urgent Repairs

Our monitoring shows that performance for jobs undertaken by BGRMO is good, achieving 100% completion on target.

Blenheim Gardens and the other TMOs within URH operate the responsive repairs system within LB Lambeth's SX3 integrated housing management system. URH TMOs have experienced serious problems and limitation in relation to the performance functionality of the SX3 system as configured by LB Lambeth.

% of urgent repair jobs which are completed within timescale				
	Performance yr end 08/09	Target 2008/09	Target 2009/10	Target 2010/11
Blenheim Gardens	100.0%	90.0%	90.0%	90.0%
URH (average)	89.3%	90.0%	90.0%	90.0%
LB Lambeth	94.3%	90.0%	90.0%	90.0%

Void Turnaround Time

Whilst the overall performance of the URH TMOs is significantly short of the 2008/9 target, BGRMO performs significantly better than the 36 days target for void turnaround.

Average number of days to turn around void property				
	Performance yr end 08/09	Target 2008/09	Target 2009/10	Target 2010/11
Blenheim Gardens	21.0	28.0	28.0	23.0
URH (average)	51.1	28.0	28.0	23.0
LB Lambeth	113.2	35.0	TBC	TBC

Rent / Service Charge and Arrears Management

Overall performance of the URH TMOs is close to that of LB Lambeth, both of which are significantly short of the 2007/08 target. BGRMO performance shows that we currently exceed the 92% target by 5.2%.

Rent collected as a proportion of rent owed				
	Performance yr end 08/09	Target 2008/09	Target 2009/10	Target 2010/11
Blenheim Gardens	97.6%	92.0%	92.0%	94.0%
URH (average)	89.0%	92.0%	92.0%	94.0%
LB Lambeth	90.5%	94.0%	95.0%	96.0%

Service Charge Collection Rate				
	Performance yr end 08/09	Target 2008/09	Target 2009/10	Target 2010/11
Blenheim Gardens	85.1%	102.0%	103.0%	103.0%
URH (average)	94.9%	102.0%	103.0%	103.0%
LB Lambeth	86.4%	103.0%	103.0%	103.0%

Service Charge

During the 2008/9 year, URH undertook to client monitoring function from Lambeth Council and produce the end of year accounts and estimates. There were a number of procedural delays on the actual data being uploaded on SX3 and this requested in a number of adjustments having to be made. Since for long periods the data recorded on SX3 was not accurate, it was not possible for the RMO to undertake arrears recovery work during this period which impacted on our end of year collection figures. During the 2007/8 year for examples, the RMO collection rate was well over 100%

Gas Servicing

Gas Servicing				
	Performance yr end 08/09	Target 2008/09	Target 2009/10	Target 2010/11
Blenheim Gardens	100.0%	100.0%	100.0%	100.0%
URH (average)	*	100.0%	100.0%	100.0%
LB Lambeth	93.4%	100.0%	100.0%	100.0%

The figures for the other offices are Loughborough 98.13% (18 services out 965 missed) Waltham 99.43% (one service out of 174 missed).

b. Customer Care

Customer Care – Complaints answered on time				
	Performance yr end 08/09	Target 2008/09	Target 2009/10	Target 2010/11
Blenheim Gardens	100.0%	90.0%	90.0%	90.0%
URH (average)	48.6%	90.0%	90.0%	90.0%
LB Lambeth	83.1%	90.0%	90.0%	90.0%

Customer Care – Members Enquiries answered on time				
	Performance yr end 08/09	Target 2008/09	Target 2009/10	Target 2010/11
Blenheim Gardens	100.0%	90.0%	90.0%	90.0%
URH (average)	58.8%	90.0%	90.0%	90.0%
LB Lambeth	84.9%	90.0%	90.0%	90.0%

c. Satisfaction and feedback

During 2007 BGRMO undertook a survey of estate residents. The survey – known as a STATUS survey – provides crucial information and feedback on the views and priorities of our customers, the resident of the estate

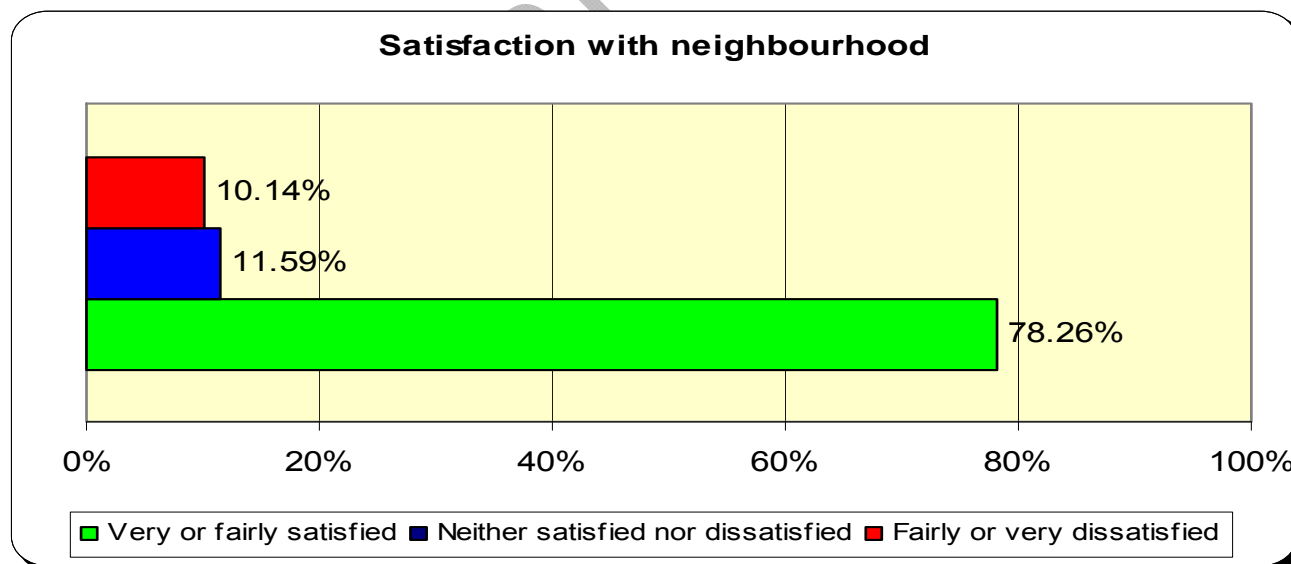
C1. Satisfaction with the overall services provided by BGRMO

The survey found that a relatively high proportion of residents stated that they were very or fairly satisfied with the overall services provided by the RMO.

88% of respondents stated that they were satisfied with their accommodation and 87% with the condition of the property.

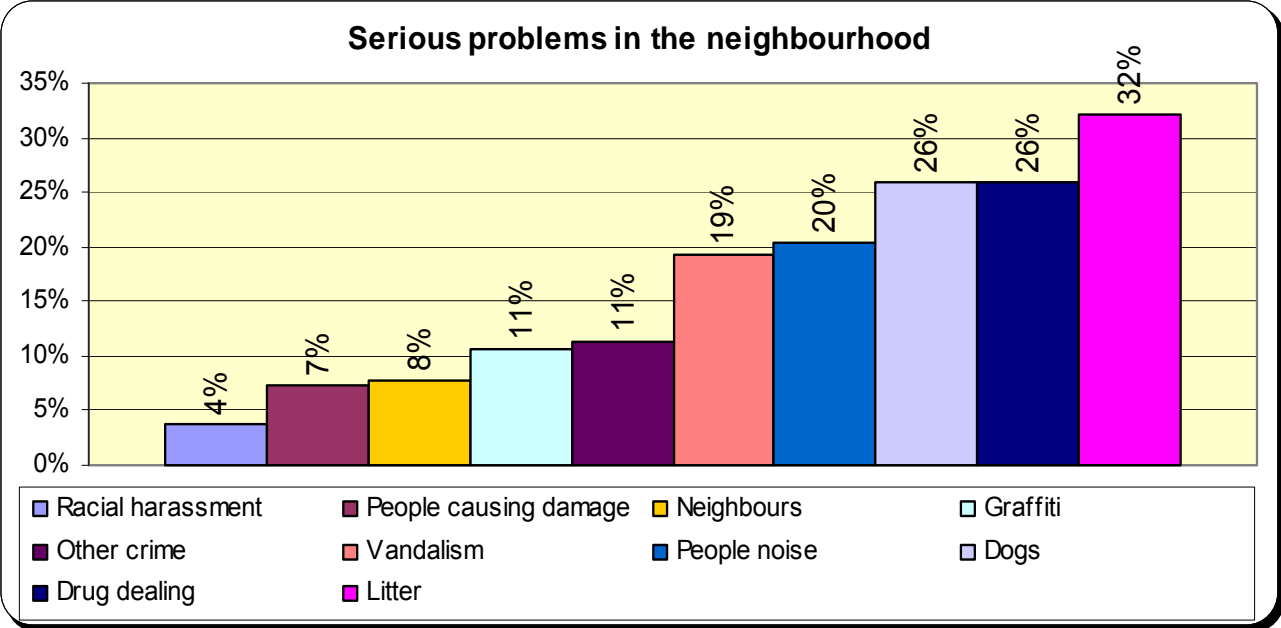
C.2. Satisfaction with the Neighbourhood

The survey found that a high proportion of residents stated that they were very or fairly satisfied with the Neighbourhood. However, approximately one in ten respondents indicated that they were either very or fairly dissatisfied with the neighbourhood.



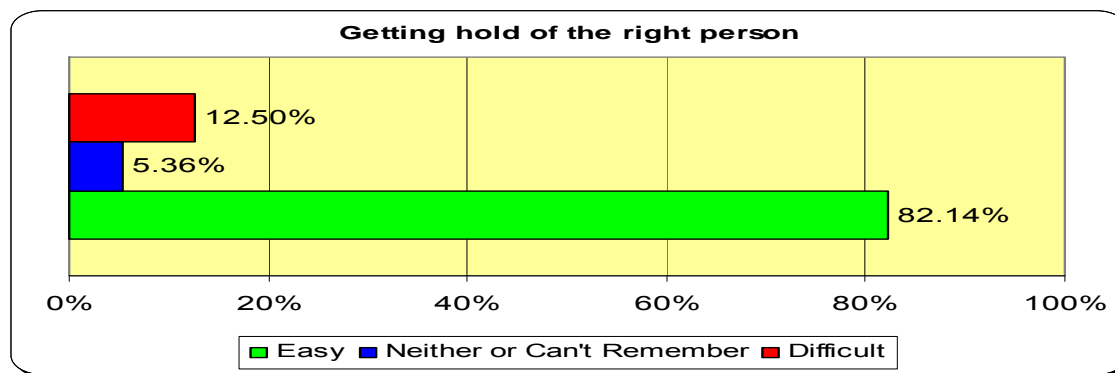
C.3. Serious problems in the Neighbourhood

Respondents were asked to indicate what they felt were the most serious problems in the neighbourhood. The response shows a diverse range of issues are felt to be a serious problem. The highest proportion felt that 'litter' was the most serious issue. The RMO have used this information to develop a Good Neighbourhood Agreement that was launched in 2008



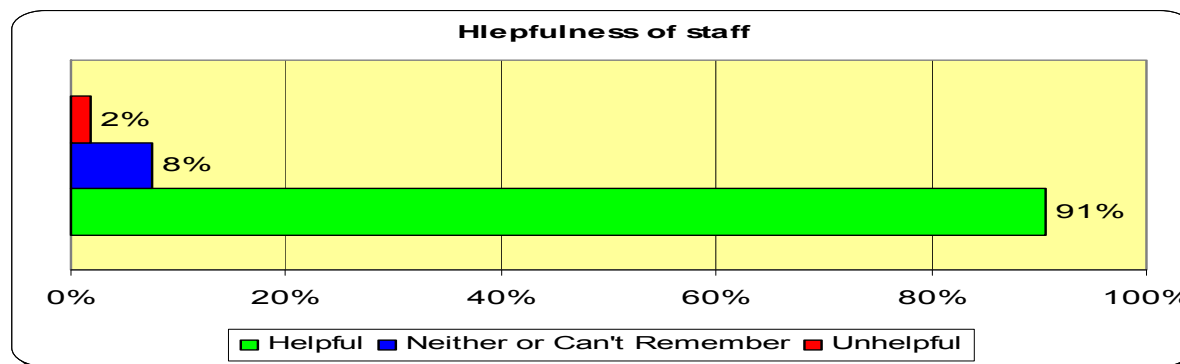
C.4. Getting hold of the right person

Respondents were asked how easy or difficult they found getting hold of the right person when they contacted BGRMO with a service request. Whilst it is encouraging that 82% of respondents indicated that they found it easy to get hold of the right person – we are a small organisation and the fact that 12% indicated that they found it difficult is not acceptable. With this in mind the RMO have now extended its' office opening hours to include early mornings.



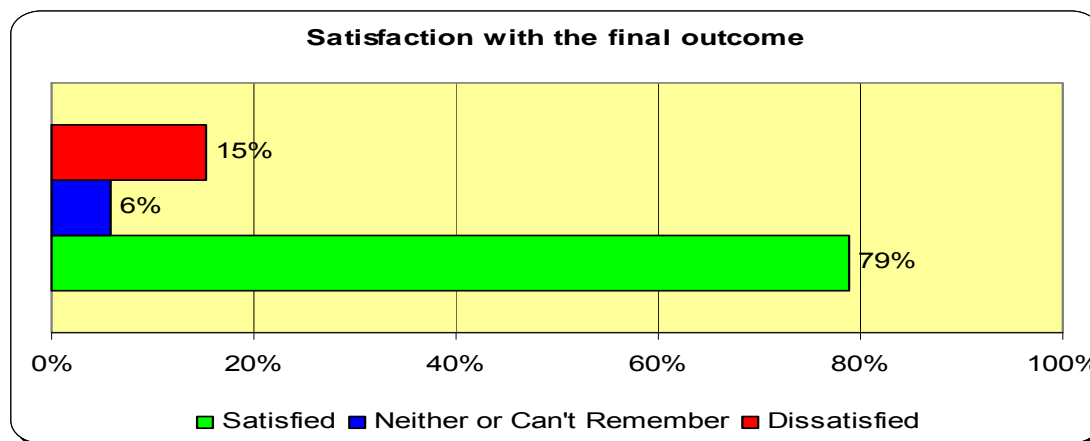
C.5. Helpfulness of staff

Respondents were asked how helpful they found staff when contacting BGRMO. We are encouraged by the fact that over 90% of respondents stated that staff were helpful and that only 2% indicated that staff were unhelpful.



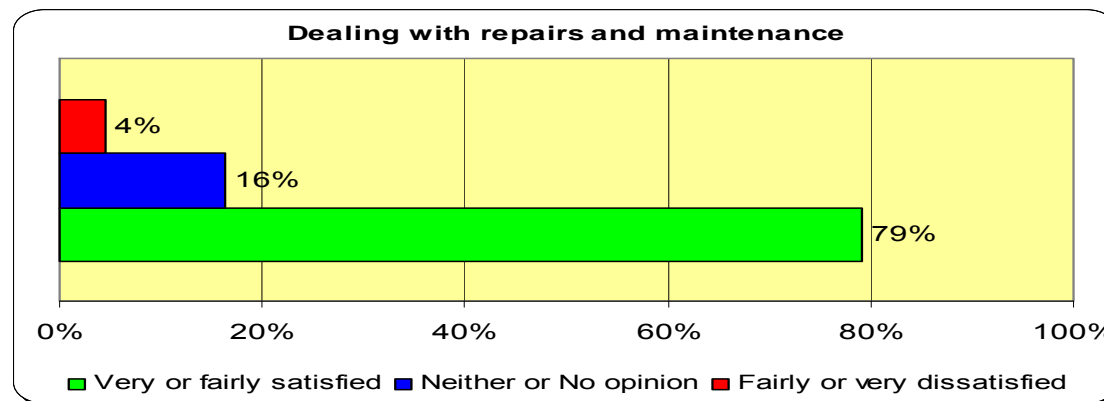
C.6. Satisfaction with final outcome

Respondents were asked how satisfied they were with the final outcome of their enquiry or service requests from BGRMO. Again, the results contain 'mixed blessings'. Almost 80% of respondents indicated they were satisfied, however 15% stated that they were dissatisfied.



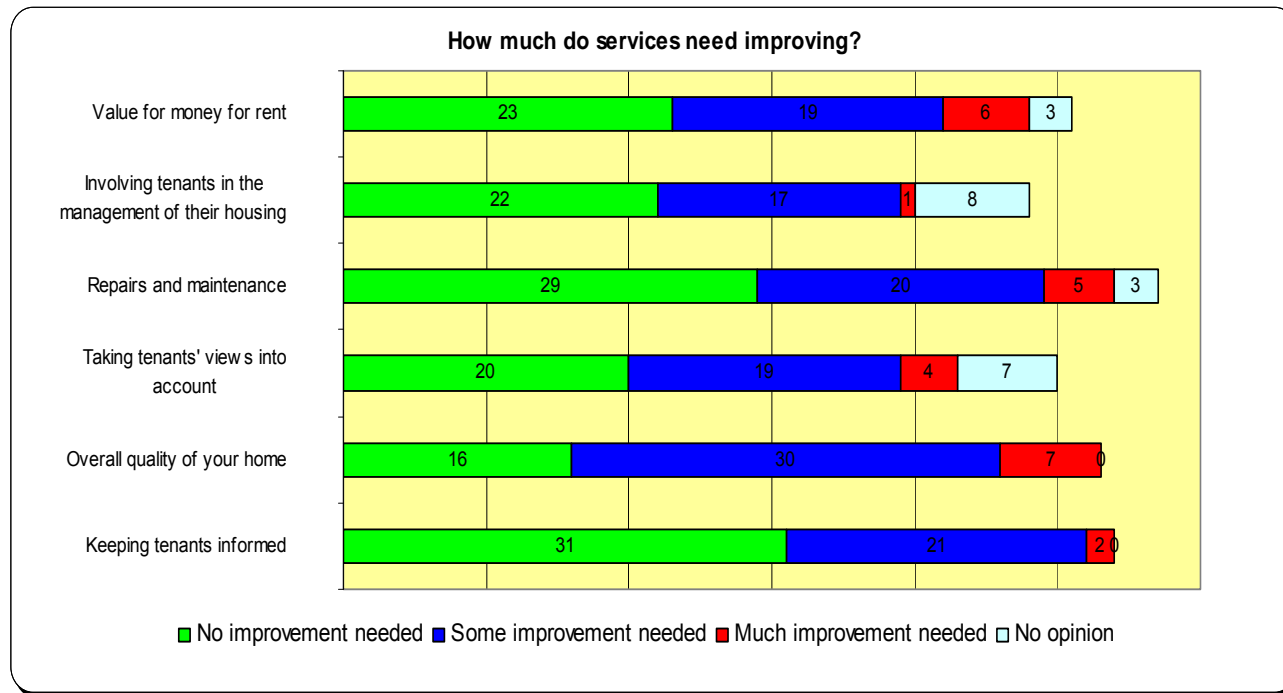
C.7. Satisfaction regarding Repairs and Maintenance

Respondents were asked how satisfied they were in terms of the RMO's performance in this key service area. A relatively large proportion of respondents expressed no opinion, however almost 80% of respondents stated that they were either very or fairly satisfied with the way the RMO had dealt with repairs and maintenance requests.



C.8. How much do services need improving

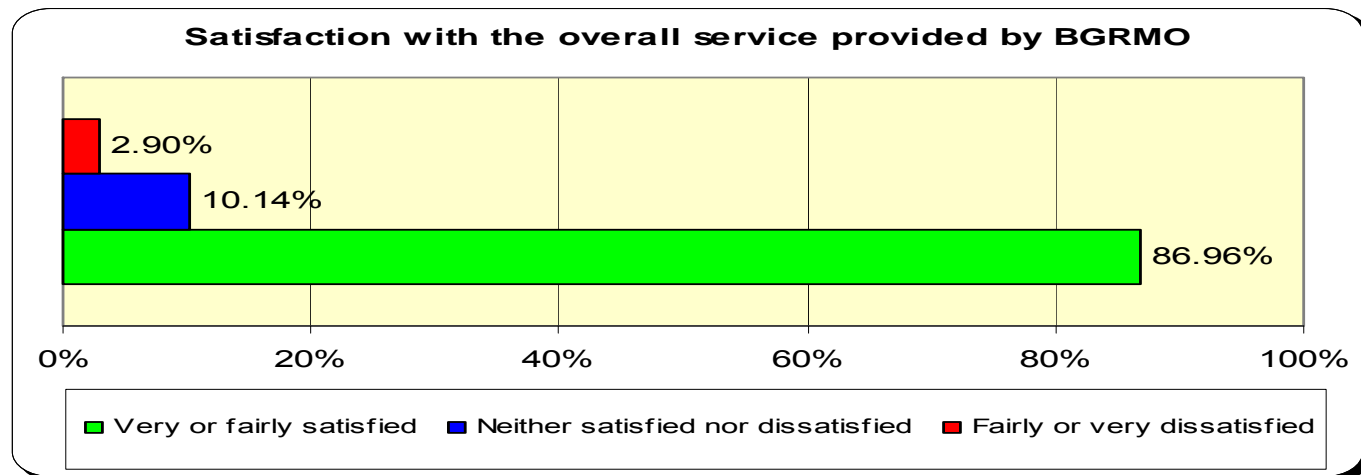
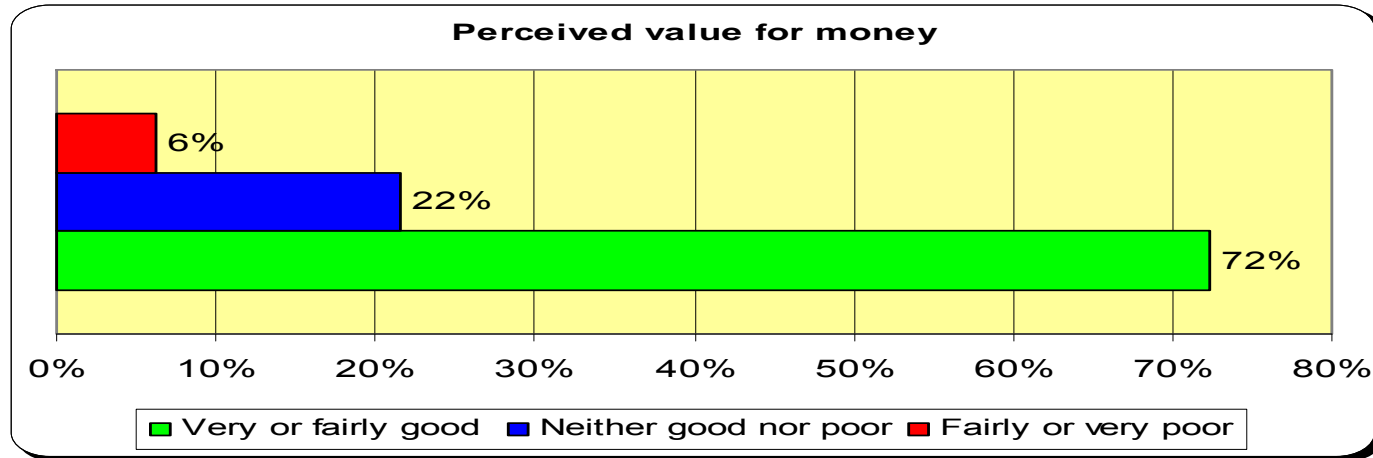
Respondents were asked to indicate which services need improving and how much improvement was necessary. The results are summarised in the following graph.



The areas covered by the survey all indicate that respondents felt that some improvement is needed generally.

C.9. Perceived value for money

Respondents were asked to indicate how they perceived the RMO in terms of 'value for money'. As can be seen from the graph, 72% of respondents indicated that they felt the RMO does provide value for money. A much smaller proportion (6%) indicated otherwise stating that the RMO is fairly or very poor in terms of value for money.



c. Strengths and Weaknesses, Opportunities and Threats

As part of its business planning assessment, the BGRMO business planning sub-committee undertook a Strengths and Weaknesses, Opportunities and Threats exercises (known as SWOT).

The results of this exercise are shown in the following table and have been incorporated into the action plan as appropriate.

Strengths	Weaknesses
<ul style="list-style-type: none"> - We have a reliable and adaptable staff team - The estate is popular and in a good location - The estate has a good layout and green space near by - The Board are experienced and able to take difficult decisions - Are able to attract new members to the Board - Strong on project management - Part of the URH ALMO - Partnerships with local agencies including the police - Performance tends to be strong - Levels of customer satisfaction relative strong - Have control over in-house cleaning service - Well managed finance with a healthy surplus fund - Mobile CCTV - Have achieved Investors in People 	<ul style="list-style-type: none"> - Constrained by small size of office - Do not have a community hall - Layout/location of estate attracts some crime - Allowances are insufficient to cover plans - Policies and procedures not fully developed - Do not have a value for money strategy - Other URH TMOs
Opportunities	Threats

<ul style="list-style-type: none"> - Estate could be better controlled through controlled entry and gating - Could expand services to other customers and TMOs - Could undertake major works associated with Decent Homes 	<ul style="list-style-type: none"> - TMOs in URH may not be up to scratch by the time inspection occurs - Preparation for inspection will be a big burden on voluntary Board members
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d. Political, Economic, Social, Technical, Legal and Environmental Analysis (PESTLE)

As part of its business planning assessment, the BGRMO business planning sub-committee undertook PESTLE analysis. The reason for undertaking this analysis is to understand and locate the RMO's business plan in the wider operating context the organisation finds itself in.

Political	Economic
<ul style="list-style-type: none"> - Decent Homes Standard / Decent Estate Standards - Government's 'sustainable communities' policy insisting on PFI, stock transfer or ALMO - Changes in Government policy Ethos - Lambeth Council - Reframing, centralisation of major repairs, ignoring needs of TMOs - Opposition to ALMO - e.g. pressure group 'Defend Council Housing' 	<ul style="list-style-type: none"> - Local shops - high prices - Affordable Rent - Housing and Council Tax Benefit - Unemployment and training needs in community - Cuts in allowances - Insufficient funding - Building trade costs - Changes in Government rent calculation formula - Increasing efficiency savings
Social	Technical
<ul style="list-style-type: none"> - Single parents - Poverty/deprivation - Anti-social behaviour - Diversity of community - Child care provision - Residents' expectations - Local schools - educational attainment 	<ul style="list-style-type: none"> - Dependence on Lambeth IT system - Decent Homes Standard - CCTV - Introduction of a new computerised system SX3 - Lack of contingency

- Employment opportunities	
Legal	Environmental
- Changes in Right to Buy rules - Litigation regarding management and maintenance allowances	- Dogs mess is seen a significant problem for local residents.

e. Community Consultation and Focus Groups

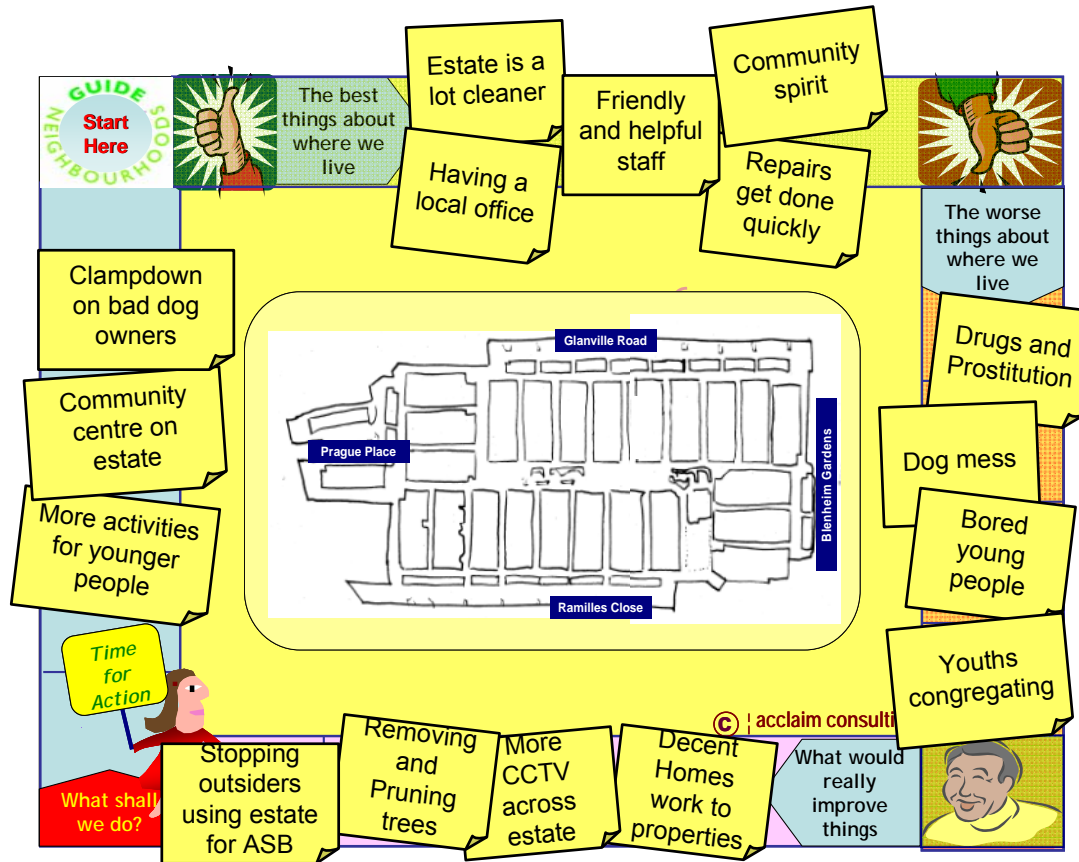
As part of the review to prepare the BGRMO business plan a number of focus groups were held with local residents. In addition to the three focus groups held with local residents, two focus groups were held with young people on the estate. The objectives of the focus groups were as follows:

- What do local residents see as the best things about living and Blenheim Gardens and what are the worst things?
- What would local residents like to see changed to make our services and governance better?
- What would local residents like to see included in their 'Resident Estate Compact' (which deals with participation and involvement)?
- What would local residents like to see included in a Good Neighbourhood Agreement (which deals with anti-social behaviour)?

The results and feedback from the focus groups have been central to the development of the business plan objectives and actions and were used to develop the Good Neighbourhood Agreement and Resident Estate Compact.

Below is shown the 'Community Business Planning' template used during the focus groups. In the diagram are some of the key issues raised by participants (although many more issues were raised).

Diagram: Community Consultation map used during the Focus group sessions – showing a selection of the key issues raised.



f. Best Value and Results of the Mock Inspection

BGRMO, along with the three other TMOs within URH has participated in a comprehensive 'mock inspection' process. The mock inspection, undertaken by Housing Quality Network, uses an inspection methodology close to that used by the Audit Commission. In addition to the Mock Inspection, BGRMO also undertook a series of self-assessment exercises – facilitated by Acclaim Consulting – based on the Audit Commissions Key Lines of Enquiry. For the repairs process, this was supported by a review of processes and procedures.

The results of these exercises have been incorporated into our action plan (and have not therefore, been repeated in detail in this section of the business plan). However, key issues and themes to emerge from this analysis are shown below.

i. Repairs and Maintenance

Key Issue Identified	What we plan to do about it
<i>Repairs ordering</i> needs to be improved to ensure consistency and quality:	<ul style="list-style-type: none"> - Training for repairs ordering staff. - Review and procure diagnostic software. - Tighten performance management to identify any potential weaknesses
<i>Value for Money</i> needs to be reviewed to ensure the TMO is operating to maximum efficiency.	<ul style="list-style-type: none"> - Review current procurement arrangement. - Explore joint working with other TMOs on repairs, joint venture company – focusing on out of hours service. - Review processes to remove unnecessary stages and procedures.
<i>Asbestos</i> needs to be more effectively managed.	<ul style="list-style-type: none"> - Asbestos in the home leaflet to be distributed to all homes. - Asbestos awareness training for all appropriate staff. - Information given to contractors to be reviewed and tightened.
<i>Cyclical and planned maintenance</i> programmes need to be established to reduce reliance on responsive repairs	<ul style="list-style-type: none"> - Analyse repairs history to assess elements which could be added to annual cyclical programme.

ii. Empty Property Management

Key Issue Identified	What we plan to do about it
The <i>Relet Standard</i> needs to be reviewed	- Review re-lets standards undertaken.
<i>New tenants</i> are not consulted sufficiently on relet process and standard of new property.	- New post letting questionnaire introduced.
<i>Redecoration allowances</i> are not sufficiently governed by policy and procedure.	- Incorporated into new and agreed relet standard.

iii. Tenancy and Estates Management

Key Issue Identified	What we plan to do about it
<i>ASB policies and procedures</i> need to be adopted rather than on-going use of LB Lambeth's.	- Work with URH/TMOs to review and adopt a core set of ASB policies and procedures. Introduce a ASB charter
<i>Tenancy sustainment strategy</i> to be developed.	- Develop a tenancy sustainment strategy.
<i>Performance management</i> of tenancy management needs to tightened	- Review tenancy management performance monitoring needs and develop indicators as required.
<i>Tenancy audit</i> needs to be reviewed and better performance managed.	- Review current tenancy audit arrangements and establish performance management system.

iv. Customer Care

Key Issue Identified	What we plan to do about it
Customer satisfaction survey required.	In Partnership with United Residents Housing, all member organisations will be undertaking a satisfaction survey
Complaints need to be analysed and considered for strategic/operational impact.	In partnership with United Residents Housing in 2009 we will be introducing RESPOND software to monitor and analyse all complaints received
Equalities and diversity training needs to be assessed.	From 2009, Equalities and Diversity training for all staff members will be compulsory

v. Income Management

Key Issue Identified	What we plan to do about it
Benefits take-up to be reviewed and improved.	Develop a partnership and service level agreement with a welfare support agency
Casework procedures and methodology to be reviewed and tightened.	An overview of operational procedures will be undertaken starting 2009 and where necessary these will be amended to incorporate a performance monitoring framework

vi. Management of Estate Services

Key Issue Identified	What we plan to do about it
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Key Issue Identified	What we plan to do about it
Communal decorations are patchy and some areas need to be improved.	The RMO has developed an 'in house' cyclical painting program. This program has already seen the completion of the Blenheim Gardens Block in 2007 and work to the Ramillies Close block is due to be undertaken in 2008. The RMO is also working with United Residents Housing to develop a cyclical program from 2009
Some shrub beds need to be improved.	A review of the estate gardening needs is to be undertaken in 2008. From this an estate wide planting program will be developed and implemented with residents. RMO to develop it own estate gardening clubs
Health and Safety needs to be reviewed.	An review of our health and safety obligations was completed in February 2008. The recommendations from this review are to be implemented from April 2008
Caretaking training needs and training provision to be tightened.	A training needs analyses of all staff, including the caretaking team members will be undertaken from April 2008.
Estate inspections and walkabouts need to be tightened and regularised.	Our estate inspection policy will be revised during 2008

vii. Value for Money

Key Issue Identified	What we plan to do about it
A Value for Money Strategy required	During 2009, BGRMO in partnership with United Residents Housing and its partner organisation will be undertaking a number of VFM exercises and developing a URH VFM strategy

g. Our Governance: How we run our organisation

Because we are a tenant controlled organisation, issues such as those relating to governance are critical to our success.

BGRMO is one of only a handful of TMOs nationally to submit an application for the Good Governance Kitemark. In preparation for the kitemark application BGRMO has undertaken an assessment exercise (facilitated by Acclaim Consulting, who developed the kitemark standards) and have agreed an action plan. In September 2008, the RMO successfully achieved the NFTMO Good Governance Kite Mark standard.

Below, some of the key improvement and development issues to emerge from our work on good governance:

i. Communication

Key Issue Identified	What we plan to do about it
BGRMO does not have a <i>Communications Strategy</i> .	BGRMO to develop a Communications strategy including identification of actions required in relation to language and communication needs of 'hard to reach' groups.
The RMO needs to improve the ways and increase level of <i>customer feedback</i> .	Establish telephone surveys to follow-up sample of service requests.

Key Issue Identified	What we plan to do about it
<i>Decisions taken by Board</i> are not disseminated or made easily available to residents.	Provide précis of decisions taken at Board meeting in the newsletter and advertise the fact that residents can request board minutes.
<i>Feedback from complaints</i> needs to be better understood and analysed.	Break down complaints analysis by tenure and equal opportunities categories. Agree a regularised report re complaints monitoring.

ii. *Participating and Consultation*

Key Issue Identified	What we plan to do about it
Whilst new residents are actively encouraged to join the TMO, many TMO <i>membership</i> are not active and membership needs to grow	Established post of membership officer with other members of URH
BGRMO has developed and published an <i>Estate Compact</i> – needs to be monitored and implemented.	Agree set of performance indicators linked to the estate compact. Established a six monthly reporting cycle linked to the Compact.

iii. *Good Governance*

Key Issue Identified	What we plan to do about it
The TMO should have an annual/costed <i>training plan</i> and the plan should be	Training evaluation procedure to be adopted to ensure commissioned training meets

Key Issue Identified	What we plan to do about it
monitored	training need.
The TMO should seek to <i>induct new members</i> to the TMO.	TMO to agree six monthly (or quarterly if new membership increases) induction sessions for new members.
The TMO should have clear <i>terms of reference</i> for the Management Committee and Sub-Committees (where applicable), including the decision-making powers of each committee and where decisions need to be referred on for ratification.	TMO to review existing terms of reference and agree amendments as required.
The TMO should ensure that it conforms with its <i>procurement policies and procedures</i> and that contractors used by the TMO are compliant with any necessary conditions, including the TMO's equal opportunity policy	TMO to review possibility of training selected Board Members as 'internal auditors' to ensure compliance with appropriate policies and procedures (including procurement).

4. *Our Successes to Date*

BGRMO has achieved a lot since it was established in 2001. However, it is important for the RMO to see the successes and the work undertaken to date as part of an on-going programme of work – many challenges and opportunities lay in front of us.

Period	Services and Organisation	Estate and Environment	Governance and Community
2001- 2003	- Direct Labour Repairs and Maintenance service developed and implemented	- Direct Labour Estate cleaning and caretaking service brought in house	- 1 st RMO in the L.B. Lambeth to be accredited with Investors in People status

Period	Services and Organisation	Estate and Environment	Governance and Community
2004 - 2006	.The 1 st RMO in the L.B Lambeth to provide a web based service to its residents 24/7	<ul style="list-style-type: none"> - Undertook an in house estate wide cleaning survey - Brought graffiti removal and pressured cleaning in house to provide more control of the service - Developed and implemented an estate cleaning charter 	<ul style="list-style-type: none"> - Resident recruitment and existing board member pack introduced - Introduced a finance sub committee panel
2007 – currently	<ul style="list-style-type: none"> - Extended our DLO repairs and Maintenance service to both leaseholders and freeholders on the estate - Developed a partnership with United Residents Housing and with three other resident managed organisations in the borough to access money from central government to achieve Decent Homes by 2013/14 	<ul style="list-style-type: none"> - Mall area of the estate was redeveloped to make to estate a more pleasant place to live, visit and work - Painted the Blenheim Garden Block - In partnership with the Met Police undertook an estate wide crime survey to prioritise localised policing and ways of 'designing out' crime on the estate 	<ul style="list-style-type: none"> - Introduced a board member 'buddy system' for new board members - RMO was awarded a L.B. Lambeth commendation award from the Police for its effort is reducing Anti Social Behaviour on the estate. - Developed a partnership agreement with Clapham Youth Centre and Friends of the Windmill Gardens to provide facilities to estate residents - Structured board member meeting so that Part A is open to all residents - Developed a business plan to focus the strategic and operational plans of the organisation - Consulted and agreed upon a Good Neighbour Agreement - Consulted and agreed an Estate Compact - Established a Residents Panel - Introduced a 'dog ownership' charter - Undertook first Customer Satisfaction Survey - Achieved the NFTMO good

Period	Services and Organisation	Estate and Environment	Governance and Community
			governance kite mark
Future plans	<ul style="list-style-type: none"> - Establish and execute joint procurement initiative/s with URH TMOs - Eradicate drug dealing and prostitution from estate - Become a 'beacon' TMO that is nationally recognised as a centre of TMO best practice 	<ul style="list-style-type: none"> - New play facilities for smaller children. - A estate planting program to be developed and implemented 	<ul style="list-style-type: none"> - To become a guide TMO - Second Customer Satisfaction Survey - Establish community facility on estate - Consider future governance options for the RMO post Decent Homes - Become a guide TMO

5. Our Strategic Priorities

5.1. Our Strategic Priorities and Objectives

BGRMO has undertaken an extensive assessment of its current situation and future needs.

Issues have been identified through our analysis and assessment exercises. How we will respond to these issues is set out in our action plans which have been organised under our five key strategic areas of Governance, Estate and Environment, Community and Environmental, Finance & Organisation and Service objectives

A. Governance Objectives	B. Estate, Homes and Environment Objectives	C. Community Objectives	D. Finance and Organisational Objectives	E. Estate Service Objectives
A.1. In-touch with our Customers and Community To ensure BGRMO has effective and responsive systems in place to encourage comment and adapt to meet our customers priorities.	B.1. Dogs To encourage and enforce agreed standards and responsible dog ownership B.2 Major and Cyclical Works To put in place a programme of major and cyclical works	C.1. Community safety Continue our work to ensure Blenheim Gardens is free from crime and ant-social behaviour. C.2. Community facilities To work towards establishing a range of community based	D.1. Long term strategic planning In addition to ensuring year on year improvement to services we will review our strategic options D.2. Value for Money To ensure we are efficient in	E.1. Customer Care To provide a responsive and welcoming customer care service. E.2. Repairs To deliver a fast, effective and efficient repairs services to the highest standards.

A. Governance Objectives	B. Estate, Homes and Environment Objectives	C. Community Objectives	D. Finance and Organisational Objectives	E. Estate Service Objectives
<p>A.2. Diversity and Equalities BGRMO will champion equalities and diversity to ensure we adopt best practice throughout all our areas of work</p> <p>A.3. Involvement and Inclusion BGRMO will ensure all customers and stakeholders can be involved in a way and level that best suits their needs and interests.</p> <p>A.4. Training and Development To train, support and sustain our membership and Board members to ensure we have the right balance and levels of expertise and knowledge to drive forward change and improvement.</p> <p>A.5. Active membership BGRMO will continue to support the development of an active and informed</p>	<p>that makes best use of available resources to produce a maximum impact for our residents.</p> <p>B.3 A Green and Pleasant Blenheim To make the estate sustainable and use of our green spaces and planted areas to enrich and enhance the estate environment.</p>	<p>community facilities</p> <p>C.3. Young People To offer opportunities, inspire and be inspired by our younger residents</p>	<p>our use of resources and provide excellent Value for Money.</p> <p>D.3.Financial Management To be accountable and prudent in the way we manage our finances – including using any accumulated surplus wisely for the benefit of estate residents.</p> <p>D.4. Staffing and Human Resources To adopt an effective and efficient staffing establishment including training our staff resources in order to achieve the actions and objectives set out in our business plan.</p> <p>D.5. Organisation and systems To ensure our organisation and systems are always 'fit for purpose' and able to deliver the targets and objectives set by the</p>	<p>E.3. Tenancy and Estates Management To provide a tenancy and estates management service which is highly responsive to our customers needs and sustains high levels of satisfaction.</p> <p>E.4. Empty Property Management To effectively and efficiently manage void properties and ensure the lettings process provides new tenants with the highest standards of service.</p> <p>E.5. Estate Cleaning To maintain the highest standards of estate cleaning and grounds maintenance.</p> <p>E.6. Income Management To operate an efficient and customer focused income management service.</p>

Draft

A. Governance Objectives	B. Estate, Homes and Environment Objectives	C. Community Objectives	D. Finance and Organisational Objectives	E. Estate Service Objectives
membership on the estate.			business plan.	

6. Blenheim Gardens RMO Action Plan

The following tables detail the issues identified through our assessment and analysis. The actions we have identified seek to address both weaknesses and opportunities. We have set out our Action Plan in a table which shows out the time and cost requirements, measurements of performance, target dates for implementation and lead officer.

6.1. Blenheim Gardens RMO Governance Objectives and Action Plan

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
A.1. In-touch with our Customers and Community To ensure BGRMO has effective and responsive systems in place to encourage comment and adapt to meet our customers priorities.	The TMO should have a clear strategy and action plan to reach and encourage under-represented and hard to reach communities	TMO to agree a Diversity Action Plan as a sub-strand of wider Resident Compact	3 months and £2000	Action plan developed and more under-represented groups participate in the estate management	2009/10	Chair and Estate Manager
	BGRMO should advertise fact that residents can request copies of Board Minutes.	TMO to advertise fact that residents can request copies of Board Minutes.	2 hours and printing / distribution costs	Advertised	2009/10	Estate Director
	External survey of residents required could be status	Status or similar	3 months and £5,000	Survey undertaken	2009/10	Estate Director / URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Suggestions box needs to be promoted to increase take-up	Advertise suggestion box scheme in newsletter and offer entry into prize draw for those posting suggestions in period.	2 days to make box and £500	Box implemented and increase in suggestions received	2008/9	All Staff
	Establish a process for analysing complaints and identifying lessons learnt	Quarterly report cycle to be agreed with Board, based on themed analysis of complaints.	3 months and £500	Complaints analysed and plans made for policies to be amended and implemented	2009/10	Estate Director / URH
	Extend the use of telephone surveys to increase the amount of customer satisfaction feedback obtained	BGRMO to agree a quarterly procedure for following up customers service requests to establish levels of satisfaction	12 months and £1000	Telephone surveys undertaken and feedback analysed	2009/10	Estate Director / All staff / URH
	BGRMO does not analyse satisfaction with services and breakdown results of feedback from service users by equal opportunity categories.	Satisfaction with services report to Board to be broken down by equal opportunity categories.	12 months and £2000	Returns analysed and used to shape services and where barriers are noted, these are to be removed.	2009/10	Estate Director / All staff / URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
A.2. Diversity and Equalities BGRMO will champion equalities and diversity to ensure we adopt best practice throughout all our areas of work	Some residents complain of insufficient disabled parking on the estate.	Create 4 new disabled parking bays	3 months and £600	Parking bays installed	2008	Estate Director
	The estate has a high % of older people.	Service review procedures to assess impact of change on older people.	12 months and £300	Introduce and ensure impact assessments are undertaken with implementation of policies / procedures	2009/10	Board / Estate Director
	Office is not currently DDA compliant	Alterations to front reception desk	6 months	DDA compliant office	2008	L.B.Lambeth / Estate Director
	Equalities and Diversity staff training required by staff	Equalities and Diversity to be added to staff training needs assessment and training plan.	£750	Staff undertake training	2008	Estate Director /URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Customer profile incomplete.	Complete the customer profile	£1000	Profile completed and analysed	2009/10	All Staff
	No Equalities and Diversity requirements of contractors	Procurement procedure to be reviewed with requirement to ensure compliance with equalities and diversity to be monitored.	6 months and £100	Information received from contractors ref E&D policy and evidence of implementation	2009/10	Estate Director / Repairs Manager URH
	Unlikely that BG complies with CEHR code of practice on racial equality	Obtain copy of CEHR code of practice on racial equality – and provide training session to Board highlighting areas of non-compliance.	6 months and £1000	Training undertaken	2009/10	Board/ Estate Director / URH
	BGRMO does not have a communications strategy - including identification of language and other requirements of hard to reach groups.	Communications strategy to be developed.	6 months and £2000	Developed and implemented communication strategy	2009/10	Board/ Estate Director / URH
	BGRMO does not have an agreed Diversity Action Plan including actions, targets and indicators in relation to diversity related issues.	Diversity Action Plan to be developed.	6 months and £2000	Developed and implemented Diversity Action plan	2009/10	Board/ Estate Director / URH
	BGRMO does not have an agreed procedure to undertake equality impact assessments in relation decision making.	Procedure and template for undertaking an equalities impact assessment to be established.	3 months	Implement procedure	2009/10	Board/ Estate Director / URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Some electric scooters cannot get through the barriers by shops.	Width requirements of scooters to be established and report to be provided to Board.	3 months	Increase access or supply keys	2008	Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
A.3. Involvement and Inclusion BGRMO will ensure all customers and stakeholders can be involved in a way and level that best suits their needs and interests.	TMO needs to reactivate the Residents Panel in order to broaden opportunities for involvement and implement commitments of Estate Compact	RMO to reactivate the Residents Panel	£500 and 3 months	Panel reintroduced	2009/10	Estate Director/ URH
	BGRMO needs to agree a 'compact performance report'. Monitoring and reporting of progress to be scheduled.	TMO to agree a 'compact performance report'. Monitoring and reporting of progress to be scheduled.	£500 and 3 months	Reviewed compact to ensure it is fit for purpose	2009/10	Estate Director/ Acclaim
	BGRMO should review existing terms of reference and agree amendments as required.	TMO to review existing terms of reference and agree amendments as required.	3 months	Reviewed terms of reference for meetings	2009/10	Estate Director
	The estate lacks a community centre and/or meeting room.	Commission architect to survey existing facilities and recommend options regarding extending existing community space.	£20,000 and 6 months	Lease taken up on betting venue and utilised as a community facility	2010/11	Estate Director / Lambeth Cllr Reed

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Inconsistent approach to notice boards – while some boards provided, there is wide scale use of notices taped to garage and other doors	Install two new notice boards	£1,000 and 3 months	New notice boards installed	2009/10	Estate Director / Repairs manager

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
A.4. Training and Development To train, support and sustain our membership and Board members to ensure we have the right balance and levels of expertise and knowledge to drive forward change and improvement.	Identify the capabilities and training needs of the Estate Director and the Board in order to support staff' health and well-being needs effectively.	Undertake training needs assessment	£300	Training needs identified and training plan developed	2009/10	Board
	The Board require training and refresher training on Data Protection Act.	Board member training needs assessment to incorporate Data Protection Act.	£1000	Training undertaken	2009/10	Estate Director
	BGRMO needs to adopt a training evaluation procedure to ensure commissioned training meets training need.	A training evaluation procedure to be adopted to ensure commissioned training meets training need.	£3000	Training plan implemented and evaluated	2009/10	Estate Director and URH
	The Chair's training needs and understanding of Standing Orders in relation to decision making should be periodically reviewed.	Chairs training need assessment to be amended to incorporate this 'attribute'.	£200	Training undertaken and evaluated	2009/10	Estate Director
	BGRMO should review possibility of training selected Board Members as 'internal auditors' to ensure compliance with appropriate policies and procedures (including procurement).	TMO to review possibility of training selected Board Members as 'internal auditors' to ensure compliance with appropriate policies and procedures (including procurement).	£500	Board members received training and complete review	2009/10	Board/ Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Board members do not have a 'compulsory or core' training requirement	Establish a core Board set of competencies linked to a training needs assessment.	£200	Training program agreed and implemented	2008/9	Board / Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
A.5. Active membership BGRMO will continue to support the development of an active and informed membership on the estate	The TMO should produce a shorter/concise version of the business plan for distribution to residents (nb this is an amendment to the IIP rec)	Summery version of business plan to be provided to all estate residents	£750	Summary of Business plan produced	2009/10	Estate Director
	BGRMO does not have a Membership Officer	RMO to appoint and train a Membership Officer.	£500	Membership officer introduced	2009/10	Board/ Estate Director / URH Chair
	BGRMO does not actively monitor make-up of the Board to ensure it is broadly reflective of the estate community.	Reactivate the previously agreed diversity indicators relating to BME, tenant/leaseholder representation from Feb 2009	3 months	Evaluate to board in relation to diversity and monitor	2009/10	Estate Director
	TMO to agree six monthly (or quarterly if new membership increases) induction sessions for new members.	TMO to agree six monthly (or quarterly if new membership increases) induction sessions for new members.	6 months	Induction program introduced and monitor new board members profile	2008/9	Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Many residents do not get involved in the TMO because they either do not remember what services were like pre BGRMO or they are in a 'comfort zone	RMO to establish an on-going display in Office and articles in newsletter comparing estate/performance before and after setting up RMO.	3 months	Comparing included in newsletter	2010/11	Estate Director / URH

6.2. Blenheim Gardens RMO Estate, Homes and Environment Objectives and Action Plan

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
B.1. Dogs To encourage and enforce agreed standards and responsible dog ownership	Dog control is a problem in terms of fouling and control of dangerous dogs.	Newsletter to headline issue of control of dogs and conditions of tenancy.	£500	New signage introduced and dog charter	2008/9	Estate Director / Board
	An area for dogs to run free should be created.	RMO to review opportunity to establish a gated area for dogs.	£1000	New dog area introduced	2011/12	Board/ Estate Director
	Newsletter should identify names of dogs which foul on estate.	Newsletter to contain name of offending dogs and where possible pictures. Article should be run alongside list of diseases carried in dog faeces.	3 months	Dogs identified and recorded	2010/11	Estate Director
	Many tenants claim not to be aware of rules on keeping of pets	All new tenants to be given letter underlining the rules on pets.	£500	Introduced as part of sign up process. Awareness raised. Dog data base introduced	2008/9	Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
B.2 Major and Cyclical Works To put in place a programme of major and cyclical works that makes best use of available resources to produce a maximum impact for our residents.	Some blocks need more lighting					
	Pavements on estate are in poor condition in some places.	Estate walkabout 'hotspot budget to be established and advertised in the newsletter to encourage participation.	£3,000	Hot spots identified are prioritised	2010/11	Estate Director
	Gates to properties should be improved.	Include in newsletter	£10,000	Gates and fences renewed	2010/11	Repairs manager
	The digital switch (TV) needs to be thought through re impact on the TMO.	LBL to be asked for indicative programme and what impact it has assessed the switch over will have.	N/A			
	Front entrance door replacement programme	Part of decent homes funding - awaiting future funding decision.	£118,000	Front entrance doors replaced	2012	URH
	Garage door renewal required		£200,000	Garage doors renewed	2012	URH
	External Repainting of blocks required	URH/Decent Homes	£200,000	Estate Painted	2012	URH
	Kitchen renewal programme required as part of decent homes standard	URH/Decent Homes	£400,000	Kitchens renewed	2012	URH
	Bathroom renewal programme required as part of decent homes standard	URH/Decent Homes	£300,000	Bathroom renewed	2012	URH
	New roofs required to some properties	URH/Decent Homes	£1,000,000	Roof renewed/upgraded	2012	URH
	Domestic Electrics required as part of decent homes standard	URH/Decent Homes	£300,000	Electrics upgraded	2012	URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Railings and fencing required as part of URH decent homes programme	URH/Decent Homes	£200,000	Fencing replaced	2012	URH
	Significant proportion of communal decorations in poor condition exp store sheds and balustrades	URH/Decent Estates	£100,000	Doors renewed and painted	2010	URH
	There is a range of minor issues which need addressing including some signs, one rear of shops area, some paving defects	Completed estate inspection and develop a budget for environmental improvements	£3000	Environmental budget developed	2009/10	Board/ Estate Director
	No funding available for cyclical repairs	RMO/URH to establish a provisional cyclical programme budget.	£500,000	Estate painted	2012	Board / Estate Director / URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
B.3 A Green and Pleasant Blenheim To make the estate sustainable and use of our green spaces and planted areas to enrich and enhance the estate environment.	The estate has insufficient recycling facilities.	RMO to liaise with LBL to explore options to install additional recycling facilities on estate.	On going	Increased recycling facilities introduced	2009/10	Estate Director
	Trees on estate need more frequent pruning.	Contact tree section to develop program of works	2009	Tree program introduced	2009/10	Estate Director
	Bushes in park area adjacent to estate require bushes to be cut back as create a safety risk.	RMO to liaise with Parks department	2009	Bushes cut back	2009/10	Estate Director
	The estate lacks colour - very grey.	Improved estate signage (include banners for lamp posts)	£3,000	News signs introduced	2009/10	Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Redevelopment of meadow area (resurfacing)	URH/Decent Homes	£100,000	Area redeveloped	2008/9	Board / Estate Director
	To look at efficient ways of generating our own estate power. Power cells, solar power,	RMO to undertake a review and agree strategy at Board.	5 years		2012	URH / Estate Director
	Shrub beds badly degraded – large proportion of beds are bare and unattractive, no replanting except at the Mall (where recent planting has failed to a significant extent)	to complete evaluation of gardening needs on estate and budget	£10,000	Gardening club introduced	2008/9	Estate Director
	Large trees in some areas of the estate are causing structural damage to houses and walkways.	Contact tree section to develop program of works	1 year	Work plan introduced	2009/10	Lambeth/Estate Director

Blenheim Gardens RMO Community Objectives and Action Plan

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
C.1. Community safety Continue our work to ensure Blenheim Gardens is free from crime and anti-social behaviour.	Resident consultation reveals a problem with prostitution on some parts of the estate and in nearby park.	Liaise with Safer Neighbourhood Team to establish strategy and action plan to tackle issue.	2009/10	Activities eliminated	209/10	Estate Director
	Resident consultation reveals some residents feel intimidated when using some areas of estate such as the parade by shops.	Remove wall outside Londis and where possible design out crime hot spots	£10,000	Hot spots removed	2008/9	Estate Director / URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Some areas of the estate have insufficient lighting.	Estate lighting is part of potential future major works programme and needs to await funding decision.	£5,000	Improved lighting	2010/11	URH/Estate Director
	Some areas of the estate are used by drug dealers and drug use behind the windmill.	Liaise with Safer Neighbourhood team to establish strategy and action plan to tackle issue.	2009/10	Activities eliminated	2009/10	Estate Director
	A problem with youths riding mopeds around the estate	install barriers in key locations	£2,000	Activities eliminated	2008/9	Estate Director
	Some residents would like see more high profile policing on the estate	Liaise with Safer Neighbourhood Team to establish strategy and action plan to tackle issue.	2009/10	Improved police presence on estate	2009/10	Estate Director
	Some blocks would benefit from controlled entry systems.	Review options for installing controlled entry to select blocks.	£50,000	Resident consulted	2012	URH/Estate Director
	CCTV does not cover the whole estate leaving some areas unmonitored.	Feasibility of installing new fixed units to be reviewed.	£25,000	Resident consulted	2012	URH/Estate Director
	An issue with some residents playing music too loud and causing nuisance.	remind residents of their tenancy obligations	1 year	Good neighbourhood agreement introduced and ASB charter	2009/10	Estate Director
	Cars are occasional abandoned and sometimes set alight.	Parking enforcement reviewed for April 2008	£1000	New contract introduced	2008/9	Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Music being played in cars at night time creates a nuisance for estate residents.	remind residents of their tenancy obligations	1 year	Good neighbourhood agreement introduced and ASB charter	2009/10	Estate Director
	Some resident's gardens are overgrown.	Annual gardening competition (include most improved garden award).	£300	Competition introduced and advertised	2009/10	Estate Director
	Loud music can disturb children and young people at night.	remind residents of their tenancy obligations	1 year	Good neighbourhood agreement introduced and ASB charter	2008/9	Estate Director
	Neighbours arguing and falling out can be disturbing for children and young people.	remind residents of their tenancy obligations	1 year	Good neighbourhood agreement introduced and ASB charter	2008/9	Estate Director
	People from the pub drink on the wall outside the shops - which is a nuisance for young people.	remove wall	£10,000	Wall removed	2008/9	Estate Director
	Draw up and adopt own ASB, harassment and DV policies and procedures	Create policies and compare policies with best practice examples	£2000	Police introduced and reviewed	2009/10	Estate Director / URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	No routine reporting of estate services or ASB performance to customers (as neither is being measured)	Introduce satisfaction survey for ASB	6 months	Survey introduced	2008/9	Estate Director / URH
	Current LBL ASB policy and procedure dates from 2003 and it is acknowledged that it needs review	Review police and procedures	1 year	Policies reviewed	2009/10	Estate Director and URH
	BGRMO does not have arrangements in place to deal with violent and/or potentially violent incidents/individuals to ensure the safety of service users and staff.	H&S work commissioned for April 2008	£1,500	Policies and risk assessments in place	2008/9	Estate Director
	BGRMO needs to review and adopt procedures to deal with violent and/or potentially violent incidents/individuals to ensure the safety of service users and staff.	H&S work commissioned for April 2009/10	As above			
	The RMO does not always follow through threats when ASB takes place (i.e. dealing with residents whose dogs mess on estate).	Ensure consistency of approach and staff are trained	£1000	Policies reviewed and staff training program introduced	2009/10	Estate Director / URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
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	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
C.2. Community facilities To work towards establishing a range of community based community facilities	Some residents would like to explore day care/creche facilities for estate parents.	Newsletter to include an article asking for interested residents to come forward with a view to setting up a working party.	£200	Included in newsletters / arrangement made with partner organisations	2009/10	Estate Director
	Office space is small and cramped	Additional filing and space saving equipment to be purchased.	£30,000	Increased office space	2009/10	Board / Estate Director
	No Community hall on estate	RMO to undertake feasibility and options study to explore potential for extending and/or converting existing available accommodation.	As above			

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
C.3. Young People To offer opportunities, inspire and be inspired by our younger residents	Some young people feel that more policing on the estate will lead to harassment by police.	Agree estate protocol with Safer Neighbourhood Team.	1 year	Protocol introduced	2009/10	Estate Director
	The sunken pit area attracts congregating youths and causes nuisance to residents close by.	Demolish and fill pit area	£18,000	Wall removed	2008/9	URH/ Estate Director
	Young people congregating on estate can create nuisance and intimidates residents.	liaise with SNT	1 year	Eliminate activity and provide meaningful activities	2009/10	Estate Director/ Board

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Young people complain of little to do on the estate.	Young peoples activity budget. Develop partnership working with agencies to provide activities	£4,000	Activities provided	2008/9	Estate Director
	A playground for the under tens showed be considered and potentially consulted upon.	Board to be given report on demand and costed options.	Project disbanded 2008			
	BGRMO should develop info relating to safety of young people	RMO to liaise with Children's Services to establish available literature on safety for children.	1 year	Literature introduced and circulated	2009/10	Estate Director
	People moan when young people play football.	Introduction of ball pen	Project disbanded 2008			
	The TMO should think about creating a music studio.	discuss with Clapham Youth Centre	£4000	Access to music studio introduced	2008/9	Estate Director
	Some young people would like/need sexual advice and free condoms.	discuss with Clapham Youth Centre	£1000	Information provided	2009/10	Estate Director
	Self defence classes would be good.	discuss with Clapham Youth Centre	£1000	Classes made available	2008/9	Estate Director
	Young people should be given a section in the newsletter.	advertise in newsletter for volunteers	£100	Advertised in newsletter	2009/10	Estate Director
	An arts and crafts session for young people would be good.	discuss with Clapham Youth Centre	£1000	Classes introduced	2008/9	Estate Director
	A motor bike workshop for young people on BGRMO.	discuss with Clapham Youth Centre	£1000	Classes introduced	2008/9	Estate Director
	Young people would like to be consulted on issues which specifically affect them.	Annual young peoples focus group	£500	Focus group introduced	2009/10	Estate Director /URH
	An info pack for young people on BGRMO would be useful.	Advertise in newsletter for volunteers	£100	Pack introduced	2009/10	Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	An agreement on standards of behaviour for both young people and adults.	Good neighbourhood agreement	£500	GNA introduced	2008/9	Estate Director
	High unemployment in the 18-24 years bracket.	RMO to consider developing a strategy to combat 'workless ness'.	£1000	Strategy developed and implemented	2010/11	Estate Director

5.3. Blenheim Gardens RMO Finance and Organisational Objectives and Action Plan

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
D.1. Long term strategic planning In addition to ensuring year on year improvement to services we will review our strategic options	BGRMO could consider zoning or gating parts of the estate to restrict some movement around estate.	Concept to be considered by Board.	1 year	Concept considered – rejected or implemented	2012	Board / Estate Director
	BGRMO could consider expanding the range of services it offers its own residents and perhaps other TMOs.	Feasibility report on provision of services to other TMOs and organisations to be prepared and future strategy agreed by the Board.	1 year	Additional services introduced and offered	2008/9	Board / Estate Director
	The TMO has a management agreement with 2 organisations (LBL and URH) neither of which have been formally ratified.	Agree plan to have MMAs ratified.	1 year	Protocols / SLA introduced	2009/10	URH / Estate Director
	Years of under funding have created poor stock condition requiring an estimated £5m budget to bring up to the Decent Homes Standard.	£5 m decent homes funding dependant on 2 *	3 years	Successful inspection achieved	2009/10	URH/ Estate Director / Board

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Lack of control over centrally planned major works	BGRMO to develop and agree proposals for the local management of Major Works.	1 Year	Works planned and managed locally	2008/9	Estate Director with URH
	RMO to review feasibility/benefits of providing a letting / management service to leaseholder / freeholders on the estate	Review to be undertaken and strategy agreed by the Board.	2 years	Strategy introduced or disbanded	2010/11	Estate Director / Board
	RMO to review feasibility/benefits of purchase, lease and manage properties on the estate and if this can be accommodated within its current rules and objects.	Review to be undertaken and strategy agreed by the Board.	2 years	Option considered	2012	Estate Director / Board
	The RMO has not reviewed and adopted policy on approach to neighbourhood management (i.e. provision of cross cutting services based at local level)	RMO to review and agree strategy to neighbourhood management	1 year	Policy and procedure introduced	2009/10	Estate Director
	BGRMO needs to review the future option of developing into a community based housing association	Outline report on future option/benefits to establish a Community Housing Association to be agreed by Board.	3 years	Options considered	2012	Board / Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
D.2. Value for Money To ensure we are	URH are a significant overhead on the TMOs.	URH to be asked to provide a Value for Money Strategy detailing efficiency gains and cost reductions.	1 year	VFM demonstrated	2010	URH / Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
efficient in our use of resources and provide excellent Value for Money.	Opportunities to jointly work, share staff and procurement with other TMOs	BGRMO to request that URH convenes a working group of RMOs with a view to identifying key areas where service sharing and joint procurement can be undertaken.	1 year	Options considered and implemented	2009/10	Estate Director URH
	No procurement strategy in place	To co-ordinate with URH and Partners	1 year	Strategy developed and implemented	2009/10	Estate Director
	The cost of the responsive repairs services has not been market tested or robustly benchmarked to ensure value for money	Repairs service to be market tested and benchmarked.	£5,000	Review of repairs / gas service that is market tested	2009/11	Estate Director/ URH
	Voids works are procured on the same schedule of rates as day-to-day repairs	Voids work schedule of rates to be reviewed.	As above review			
	Review contract specification and consider including servicing of smoke alarms at same time as gas servicing	Gas servicing contract to be reviewed to explore 'added value' elements and benefits of procuring a URH wide contract.	As above review			
	Review the four gas servicing & maintenance contracts and consider procuring a new comprehensive contract	Ditto	As above review			
	No comparisons of cost or quality of services per home	BGRMO to liaise with URH in order to establish a programme of recognised cost/resource benchmarking.	As above review			

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	BGRMO does not have an agreed Value for Money strategy which sets out the organisations aims, objectives and actions required to ensure the TMO is efficient.	Agree a BGRMO VFM strategy.	As above review			
	The TMO needs to periodically review its procurement options and takes action where efficiencies have been identified.	See above re joint working within URH.	As above review			

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
D.3.Financial Management To be accountable and prudent in the way we manage our finances – including using any accumulated surplus wisely for the benefit of estate residents.	Management and maintenance allowances are insufficient.	Part of the allowance review group	3 years	Allowances reflected of cost of services provided	2010/11	Estate Director / URH
	The TMO needs to have an agreed strategy in relation to the accumulation and use of its surpluses.	Agree a strategy in relation to the accumulation and use of surpluses.	1 year	Policy introduced	2009/10	Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
D.4. Staffing and Human Resources To adopt an effective and efficient staffing establishment including training our staff resources in order to achieve the actions and objectives set out in our business plan.	Board to introduce formal appraisals of the Estate Director.	Estate Director to discuss with Board	1 year	Process introduced	2009/10	Estate Director
	BGRMO to identify the 'health and well-being' needs of managers, staff and the board	Assesment undertaken	£1000	Assesment completed	2008/9	Estate Director
	BGRMO to identify the 'health and well-being' needs of managers, staff and the board	As above	As above			
	BGRMO needs to ensure it has robust appraisal systems in place - including those for the Estate Director.	TMO to review procedure for Manager appraisal and adopt best practice accordingly - including proposal for peer and 360 degree appraisal.	1 year	Processes introduced	2009/10	Estate Director
	BGRMO should implement an 'exit' interview procedure for staff leaving the organisation.	Agree exit interview procedure.	1 year	Procedure introduced	2009/10	Estate Director
	BGRMO did not award a staff pay increase in 2007 and 2009.	Board to consider when agreeing pay award	1 year	Allowance dispute settled	2009/10	Estate Director
	BGRMO should develop a policy on staff consultation.	Board to agree policy of consulting staff on decisions affecting services and areas of work.	1 year	Policy introduced	2010/11	Estate Director
	BGRMO is a small employer -should consider how routines for staff could be enriched.	BGRMO to agree an HR strategy to include staff enrichment and development.	1 year	HR Strategy introduced	2010/11	Estate Director
	Staffing structure does not allow for peaks in demand.	Review staffing structure	1 year	Structure reviewed	2010/11	Estate Director
	Staff would like to see some form of bonus scheme - possibly at Christmas.	Board to consider options for introducing a bonus scheme for staff.	1 year	Scheme considered	2010/11	Estate Director / board

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
D.5. Organisation and systems To ensure our organisation and systems are always 'fit for purpose' and able to deliver the targets and objectives set by the business plan.	Ensure local knowledge of residents' needs is logged and used	BGRMO to establish procedures and a protocol on the type of information it can store and how information is to be gained and used.	1 year	Protocol developed and implemented	2010/11	Estate Director
	BGRMO needs to establish a database keeping a record of home ownership re-sale activity	Establish a database of known leasehold and freehold properties on the estate including current status of occupation (i.e. owner occupier, sub lessee, etc).	1 Year	Database implemented	2009/10	URH /Estate Director
	BGRMO needs to undertake a comprehensive review of policies and procedures to evaluate requirements to develop/refresh policies and procedures.	BGRMO to undertake a gap analysis of all existing policies and procedures to establish gaps and where LB Lambeth p&ps are currently in use.	2 years	Policies and procedures reviewed	2010/11	Estate Director
	Performance indicators need to be reviewed as some indicators do not sufficiently measure performance and some may be perverse (i.e. gas compliance indicator).	Review and report to Board on full suite of indicators and performance management needs of the business plan.	1 Year	Suite agreed and introduced	2009/10	URH/ Board
	IT system is Lambeth's and not currently fit for purpose.	SX3 is under review and future options and improvement proposals to be received by the Board.	Still under review			

5.4 Blenheim Gardens RMO Service Objectives and Action Plan

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
E.1. Customer Care To provide a responsive and welcoming customer care service.	The estate has a high % of residents with mental health issues.	Training for staff on dealing/managing customers with mental health problems	£750	Training completed	2009/10	Estate Director
	Compensation policy may need reviewing	Review existing policy and amend in light of current industry best practice.	6 months	Policy reviewed	2008/9	Estate Director
	BGRMO requires a vulnerable persons policy	Develop policy.	1 year	Policy developed	2009/10	URH
	Standard working hours and limited appointment system for repairs – am and pm only	Repairs review to be undertaken	1 year	Arrangements reviewed and changes implemented	2009/2010	Estate Director / URH
	Complaints not disaggregated by tenure so difficult to draw out files/issues	Disaggregate complaints reporting by tenure.	1 year	Review complaints policy	2009/10	Estate Director / URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
E.2. Repairs To deliver a fast, effective and efficient repairs services to the highest standards.	Gas maintenance: Poor performance by gas contractor needs to be reviewed and options explored.	Incorporate into review of joint procurement above.	15 Months	JVC introduced and new contract procured with localised control	2009/10	Estate Director / URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Gas maintenance: No evidence of gas maintenance policy and Procedures having been approved by URH/TMO Boards	Report and request approval from Board of gas maintenance policy and Procedures.	£5,000	Review gas servicing arrangements as part of the repairs review	2009/11	Estate Director
	Gas maintenance: Publicise gas safety through leaflets, newsletters, website, local housing offices, etc	Publish article in newsletter and obtain posters for display in office and notice boards.	£100	Leaflet developed	2008/9	Estate Director
	Asbestos: URH does not have an asbestos policy or asbestos management plan	BGRMO to develop an asbestos policy and asbestos management plan	1 Year	Asbestos police developed	2008	Estate Director
	Asbestos: Residents have not been informed where asbestos is present or not present in their homes	Publication re asbestos in the home.	£500	Tenants advised	2008	Estate Director
	Asbestos: Very limited information available to residents on the dangers and maintenance of asbestos	Leaflet developed and due to be circulated April 2008	£100	Leaflet circulated	2008	Estate Director
	Asbestos: Urgently ensure that all relevant staff and DLO operatives receive formal asbestos awareness training	Asbestos awareness training	£1,000	Training undertaken	2008	Estate Director / all staff
	Asbestos: Asbestos removal programme to be established	Obtaining asbestos Register from L.B.L	£2,000	Register obtained	2009/10	Estate Director
	Aids and adaptations: No aids and adaptations budget so not adopted aids and adaptations policy	Minor adaptations budget to be established and policy on use agreed.	£1,000	Budget developed	2009/10	Estate Director
	Aids and adaptations: Agree with URH a recycling programme re aids and adaptations	Liaise with URH to develop a recycling programme re aids and adaptations	12 months	Recycling program developed	2010/11	Estate Director /URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	<i>Repairs ordering:</i> No diagnostics software to help call handlers diagnose repairs reported	Repairs diagnostic system	As part of repairs review		2010/11	Estate Director / URH
	<i>Repairs ordering:</i> No certificated training for call handlers in repairs diagnostics	training planned April 2009/10	£500	Training undertaken	2009/10	Estate Director
	<i>Repairs ordering:</i> Introduce formal systems to monitor repairs ordering accuracy	Repairs review to be undertaken	As part of the repairs review		2009/11	Estate Director / URH
	Targets are not set to maximise the number of repairs completed at first visit	Repairs review to be undertaken	As part of the repairs review			
	Repairs orders cancelled and/or outstanding, abortive appointments, 'right first time', etc, are not measured to help improve services	Repairs orders cancelled and/or outstanding, abortive appointments, and repairs completed 'right first time', to be incorporated into review of performance management framework.	As part of repairs review			
	Develop a strategy and action plan to reduce responsive repairs expenditure and expand planned and cyclical maintenance programmes	Liaise with URH and LBL re development of a multi-year maintenance programme for BGRMO.	As part of the repairs review			
	BGRMO to establish clear record of all items which it is responsible for maintaining/repairing that are covered by a manufacturers warranty/fall within the Defects Liability Period, so it does pay for unnecessary repairs	Liaise with URH to establish ability of SX3 to incorporate required information.	As part of the repairs review			

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
E.3. Tenancy and Estates Management To provide a tenancy and estates management service which is highly responsive to our customers needs and sustains high levels of satisfaction.	Rat infestation is a problem in some parts of the estate.	Liaise with pest control department to establish scale of problem and response	6 months	Problem eliminated	2009/10	Estate Director
	To developed and implement localised mutual exchange bureau to aid transfer applications	URH Coordinating	1 year	Concept introduced	2008/9	Estate Director /URH
	Review tenancy management policies and procedures to ensure they are up to date and comprehensive (working with URH/ LBL/Lambeth Living)	Incorporate into review of all policies and procedures.	1 year	policies reviewed	2009/10	Estate Director /URH
	BGRMO should develop a strategy in conjunction with SNAP and LBL, etc	Review approach to tenancy sustainment and resources available, and consider developing a strategy in conjunction with SNAP and LBL, etc	1 year	Strategy developed	2009/10	Estate Director
	No measurement or reporting of performance of any tenancy management service	Identify at a minimum two key tenancy management performance measures/targets (eg, % of six week visits done, % of tenancy audits done) and report these	1 year	Introduce performance indicators	2009/10	URH/ Estate Director
	Sign up checklists do not include a guide to the key terms to bring to attention of tenant	Review sign up checklists to include a guide to the key terms to bring to attention of tenant	£100	List introduced	2008/9	Estate Director
	Use of incentives not fully evaluated – the one scheme in use (a prize draw with prize of one room decorated) is unlikely to have any major impact	New incentives scheme to be developed and approved by Board.	£3,000	Introduce new incentive scheme	2009/10	Estate Director / URH

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Recent tenancy audit scheme is unconvincing – 10% randomly selected homes unlikely to make good use of resources and it is not being performance managed	BGRMO to review tenancy audit policy and targeted selection procedures.	1 year	Introduce tenancy audit policy / procedure	2009/10	Estate Director / L.B. Lambeth
	Mediation not currently used by BGRMO.	Mediation scheme to be appraised and recommendation made to Board re future use.	6 months	Offer mediation	2008/9	Estate Director
	No routine risk management carried out either of risks to tenancy sustainment to new tenant or to neighbours	CBL to be introduced in April 2009/10	1 year	Applicants are risk managed	2009/10	L.B. Lambeth
	Lack of proactive approach to mutual exchanges	URH register to be introduced	6 months	URH inter-estate register	2008/9	URH
	Significant numbers of properties have been sub-let – but no policy exists to manage this	BGRMO to establish a data base of sub-let properties. Also, letters to be sent to all right to buy households aims at the potential landlord and tenants drawing attention to estate services and key issues to note.	1 year	Policy developed and circulated to homeowners	2009/10	URH/Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
E.4. Empty Property Management To effectively and	BGRMO should better evidence and publicise improvements made.	BGRMO to publicise improvements to services including 'before and after' photographs of voids, which could be publicised in the newsletter	£150	Evidence Publicised	2009/10	Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
efficiently manage void properties and ensure the lettings process provides new tenants with the highest standards of service.	Overgrown lawns and hedges are not cut as part of lettable standard	Add to lettable standard and associated procedure.	£200	Introduce as part of lettable standard	2008/2009	Estate Director
	Very limited customer satisfaction with voids sought and none reported or used to improve service	Post letting satisfaction survey has been introduced and report required for Board as part of performance monitoring cycle.	6 months	Survey introduced and complaints acted on	2008/9	Estate Director
	Review the lettable standards with residents and compare with 'best practice' from three star organisations	Review of lettable standard to be undertaken.	1 year	Lettable standard reviewed	2008/9	Estate Director / URH
	Ensure all new tenants are provided with a copy of the lettable standard, details of the repair works carried out, welcome information pack and complimentary items	Add to lettable standard and associated procedure.	1 year	Information added to packs	2009/10	Estate Director
	Clarify the situation regarding giving advice on rehousing prospects and ensure a consistent line and process is used in the TMOs	L.B.L introducing CBL in April 2008	1 year	Guidance leaflet introduced	2008	Estate Director
	Customers not given adequate information on when and why decorations allowances will be paid	Now added to lettable standard leaflet	1 year	Guidance leaflet introduced	2008	Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
E.5. Estate Cleaning To maintain the highest standards of estate cleaning and grounds maintenance.	Some areas suffer from rubbish being dumped.	Review to be undertaken to establish hotspots and identify those responsible. If BGRMO tenants then recommendations to be made to the Board re action to be taken.	1 Year	Hot spots identified and designed out	2009/10	Estate Director
	Some rubbish chambers fill up and create an overspill problem	Liaise with LBL to ensure fulfilment of refuse collection rotas. Link to recycling targets and facilities on the estate.	1 year	Reviewed refuse and recycling facilities	2009/10	Estate Director
	Walkway paving needs replacement	Part of URH major works programme awaiting funding approval.	£100,000	Renewed walkways	2008/9	Estate Director
	Estate inspections/walkabouts require resident involvement	Re-advertise the estate walkabouts. Consider providing childcare allowance where appropriate. Make recommendations on other incentives (such as vouchers for those attending 3 walkabouts in a 12 month period).	1 year	Inspection re-advertised	2009/10	Estate Director
	No estate inspection record pro formas in use – findings are simply recorded as notes	Establish estate inspection template.	6 months	Introduce inspection sheet	2009/10	Estate Director
	Lack of estate management procedures re management of hazards.	Establish a procedures management of hazards.	£2000	Complete CHOSS and risk assessments	2008/9	Estate Director
	Inadequate approach to training of caretakers, e.g., neither trained on gardening duties	Review training needs of caretakers.	£1000	Access training req.	2009/10	Estate Director
	LB Lambeth makes changes to refuse schedule leading to problems for caretaking on Blenheim	Liaise with LBL to ensure fulfilment of refuse collection rotas.	6 months	Improved refuse collection	2009/10	Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
E.6. Income Management To operate an efficient and customer focused income management service.	The estate has a high % of residents on housing benefit.	Housing management report to Board to be submitted considering ways of partnership working with benefit agency	1 year	Develop financial inclusion strategy	2009/10	Estate Director
	Work with partners to develop a programme to promote benefits take-up	Partnership arrangement being developed information provided to URH	£1,000	Advertise benefit access information	2009/10	Estate Director
	Increase in garage vacancies following increase in rents for non-tenants to £30pwk	Re-advertise garages to BGRMO tenants.	6 months	Garage availability re-advertised	2008/9	Estate Director
	Casework needs further development: Agreements to clear not consistently confirmed in writing Actions not always taken as quickly as they might have been, including making personal contact, In some cases there is reliance on serial use of standard letters Notes on customer contacts generally too brief and lacking adequate detail	Casework procedures and processes to be reviewed.	1 year	Review internal procedures	2009/10	Estate Director
	No analysis of new tenant arrears done to assess effectiveness of induction	Performance report identifying the arrears of new tenants (i.e. tenants < 6 months) to be prepared and submitted to Board.	1 year	Analyses arrears bandings and review intro process		L.B. Lambeth .URH / Estate Director

	Issue identified	Action Required	Time and or cost requirement	Measurement of performance	Targets date/s	Lead
	Unlikely that current debt advice arrangements are fully effective	Partnership arrangement being developed information provided to URH	1 year	Reviewed debt advice process/agencies	2008/9	Estate Director
	Update information on website on payments methods	Website to be updated re payments methods	£2,000	Website updated	2009/10	Estate Director

Draft

7. Financial Plan

Summary

Financial Plan

Summary

The following tables illustrate Blenheim Gardens RMO's financial plan over the three years commencing 1st April 2008. The RMO is concerned to combine prudent financial management and value for money considerations with a flexible approach which targets our financial resources at our local priorities as expressed by residents.

Allowances from London Borough of Lambeth

The RMO has concluded a three year deal with Lambeth covering the period under review. For the purposes of this financial plan it is assumed that there will be no uplift in the third year of this agreement, 2010-11, though a small allowance is made for inflation in that year.

There have been no Right To Buy sales since August 2008 and it is not expected that more than two further sales will occur before 31st March 2011. Under the model used by Lambeth to determine allowances sale of a house would remove almost all of the allowance for that property, sale of a flat would remove about half of the allowance for that property.

Decent Homes improvement works

A programme of works is expected to be agreed shortly for 2009-10 which provides for:-

- * continuation of the environmental improvements to the estate with the completion of the resurfacing programme
- * replacement of defective flat roofs and skylights as problems arise
- * continuation of replacements of kitchens and bathrooms and electrical rewiring to void properties and generally in accordance with the priorities set by the recent survey of all tenanted dwellings
- * wall insulation to all flats and tenanted houses, improving thermal efficiency and reducing expenditure on heating
- * concrete and structural works as necessary
- * installation of new central heating systems and replacement of individual boilers as necessary
- * support for the food growing project
- * a continuing programme of improvements to garages which will increase income

It is anticipated that BGRMO and United Residents Housing will achieve a two star service at inspection in October 2009, or at a subsequent re-inspection by the summer of 2010. This will provide funds for the completion of Decent Homes improvement schemes on the estate:-

- * a long term solution to the defective flat roofs to houses applied to all tenanted dwellings on the estate
- * completion of replacement of kitchens and bathrooms and rewiring so that all tenanted dwellings meet Decent Homes standards

- * any other necessary work determined in consultation with residents

With the transfer of the capital programme for the estate to URH in 2007 the finances of the RMO have been improved as the RMO and URH have worked together to deal with the major maintenance issues on the estate. Some further reduction in maintenance costs will be achieved as the Decent Homes programme proceeds, but this is not expected to be significant.

The RMO's own maintenance operatives have been able to undertake a major programme of improvement work in voids and in tenanted properties. This will continue though it is expected that a joint venture company will be set up to employ the operatives and ensure long term viability after completion of the Decent Homes programme. However the work on internal improvements will need to be market tested to ensure value for money.

Other income

It is anticipated that interest receivable on deposits of the RMO's reserves and cash balances will reduce significantly with the reduction in interest rates.

The RMO has an agreement with Lambeth whereby it keeps all income received from the letting of the garages on the estate, in excess of a basic sum payable to Lambeth. This income should be maximised by making the garages suitable for letting and undertaking an exercise to ensure that non resident users are charged in accordance with Council policy.

Work on the Decent Homes programme is reimbursed by URH for costs incurred including relevant overheads and the technical input made by BGRMO staff.

Expenditure

Following the commencement of the TMO allowances review in late 2006 the RMO has made significant reductions in expenditure whilst maintaining service levels above the standards elsewhere in Lambeth housing.

Apart from the proposed joint venture arrangement for maintenance operatives, the main priority for the period of the Plan is to bring expenditure on gas servicing into line with the reduced income available in the allowances. Until 31st March 2010 the RMO is tied into a Lambeth contract with British Gas which includes a provision for replacement of boilers. As most of the central heating systems and boilers on the estate are relatively new this means that BGRMO is currently paying for work elsewhere in Lambeth. A process is underway to let a new contract, in conjunction with other TMOs, from 1st April 2010 which will reduce the costs to BGRMO whilst maintaining service levels.

An exercise will also be undertaken to look at the cost of disposal of bulk refuse and to examine the costs of the pest control programme run by Lambeth, particularly in relation to freehold properties on the estate.

BGRMO needs to bring the programme of OAP decorations up to date in 2009-10 after a shortfall of work in 2008-09.

The RMO has committed to using reserves to undertake two projects in the period :-

- * further environmental improvements

- * if available, the conversion of the shop adjoining the RMO office to provide community facilities

External Painting

A priority for the period is to get some paint applied to the estate. This is the responsibility of URH but Lambeth have not yet made any funding available because of the financial difficulties in the Housing Revenue Account. The position for 2009-10 is yet to be finalised, a decision is needed urgently and the RMO will be taking this up with the local councillors.

Figures

Income (excluding direct recharges)	2008-09	2009-10	2010-11
Allowances	600,089	548,049	548,049
Garage charges	19,488	15,000	20,000
Interest receivable net of tax	10,080	3,000	3,000
Sundry income	13,139	5,000	5,000
Reimbursements			
DLO work	58,386	50,000	50,000
Technical work	15,547	10,000	10,000
	<u>716,729</u>	<u>631,049</u>	<u>636,049</u>

Expenditure (excluding reimbursed costs)

Administrative

Management and office staff	162,639	166,693	170,861
Office costs	25,942	32,900	33,723
Administrative costs	6,775	6,100	6,253
Board costs	6,701	7,000	7,175
Service development costs	18,763	30,000	30,750
Housing management costs	6,040	5,000	5,125
Depreciation	3,922	4,000	4,100
	<u>230,782</u>	<u>251,693</u>	<u>257,986</u>

Cleaning, caretaking and estate costs

Staff costs	51,350	53,353	54,687
Materials	6,513	5,500	5,638
Bulk refuse contractor	16,013	15,500	15,888
Pest control	15,133	15,000	15,375
Estate electricity	12,228	15,000	15,375
	<u>101,237</u>	<u>104,353</u>	<u>106,962</u>

Maintenance costs

Operative staff costs	75,542	69,208	70,938
Contractor costs	77,960	71,182	72,962
Materials costs	36,213	40,000	41,000
Gas servicing contractor	81,038	81,000	55,350

	270,753	261,390	240,250
Total operational expenditure	602,772	617,436	605,197
Operational surplus/(deficit)	113,957	13,613	30,852
Funded from reserves			
Environmental works		25,000	
Shop project		25,000	
	0	50,000	0
Opening reserves	234,461	348,418	312,031
Closing reserves	348,418	312,031	342,884

Notes

Administration and supervision of the maintenance function has been included under management costs.

Staff costs as a proportion of overall costs	48.0%	46.8%	49.0%
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Management costs as a proportion of overall costs	38.3%	40.8%	42.6%
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An allowance of 2.5% has been made for inflation in 2010-11 to ensure that costs are covered but only a saving on gas servicing is currently assumed.

The figures are prepared under normal accounting for TMOs, assuming a change in accounting to remove the deferred grant shown as funding fixed assets in the accounts to 31st March 2008. This reflects the change in allowance arrangements with no allowance specifically intended to fund purchases of equipment.

If the RMO is granted a lease on the proposed community facility then the expenditure may be capitalised and written off over the length of the lease, or the life of the particular item if shorter.

Forecast balance sheets

	31.3.08 £'000	31.3.09 £'000	31.3.10 £'000	31.3.11 £'000
Fixed assets - equipment	15	12	12	12
Cash and bank deposits	319	328	380	411
Other net current assets/ (liabilities)	(100)	8	(80)	(80)
Reserves	234	348	312	343

Note

Cash balances were reduced at 31st March 2009 as significant sums were owed to BGRMO by URH under the capital programme.

Risk

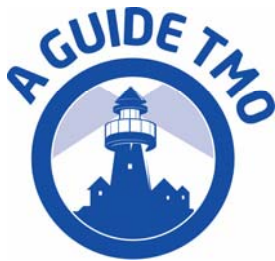
The RMO has adequate reserves to cover risks arising from its normal business. There are no major identified property risks not covered by current allowances or the capital programme.

The main risk is staff turnover as the RMO relies on a small staff team and the costs of cover through agency arrangements can be considerable. Financially this is less of a risk in the current financial climate.

The main emphasis for 2009-10 will be on service development to maintain high standards and introduce improvements. A difficult financial climate will make rent and service charge collection more difficult and require concentration of resources to maintain performance.

Opportunities

There will be extensive consultation with residents on the future of the estate and the RMO anticipates using some of its reserves to facilitate developments for the benefit of residents.



INVESTORS IN PEOPLE



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