



Blenheim Gardens RMO

2013 - 2016 Business Plan



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Glossary

Our Business Plan provides an opportunity 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 us through the housing office and we will be happy to oblige.

Blenheim Gardens RMO (BGRMO) is first and foremost a community based organisation; therefore we have attempted to ensure that our business plan is clear, concise and - as far as possible - jargon free.

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.

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	Arms Length Management Organisation. It is an independent organisation which manages and improves housing and estates on the Council's behalf. BGRMO is currently 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)
Continuation Ballot	Every 5 years a RMO must conduct a test of resident opinion regarding continuing management of the estate; this test of opinion is called a Continuation Ballot and must show a majority of residents supporting the RMO
Decent Homes	A standard set by the Government regarding property condition and quality which all councils have to achieve
Governance	This term means how a RMO is managed by its members and Board. A well governed RMO will abide by an appropriate Code of Governance and may be recognised through the NFTMO Kite Mark
Homes and Communities Agency	The Regulator of the social housing sector with responsibility for overseeing that Council and other social housing landlords are complying with appropriate standards
Modular Management Agreement (MMA)	A binding legal agreement between the RMO and the landlord organisation (LB Lambeth)
NFTMO	National Federation of Tenant Management Organisations - this is the national representative organisation for all RMOs in England

Registered Provider	An landlord of social housing that is registered with the Homes and Communities Agency
Stock Transfer	A transfer of ownership of Council housing and estates to an independent Registered Provider; this could be a community led organisation such as a co-operative
Resident Management Organisation (RMO)	Also known as a tenant management organisation. An RMO is set up by local tenants and residents to run estates housing services. A RMO is set up to run services for the benefit of its membership and is a not for profit organisation
URH	United Residents Housing. URH is an ALMO set up by 4 Lambeth TMOs of which Blenheim Gardens is one. The ALMO is an independent organisation with its own Board. URH has been responsible for attracting the funding needed to improve and develop our estates to ensure we meet the Decent Homes Standard but it will close from the end of March 2013
VfM	Value for Money. Means a service which has an appropriate balance between cost, quality and satisfaction
WATMOS	Started as the Walsall Association of TMOs but following a stock transfer became WATMOS Community Homes; it has recently received transferring stock from 3 Lambeth estates known as the LATMOS group of TMOs

Section 1: Chair's Welcome

1.1 Our Mission Statement

'To build a greener, safer and more prosperous future with the community we serve'

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, the Windmill Park One O'clock Club, Blenheim Edible Gardens, Better Learning and Education, local 10'clock clubs and Organic garden projects.



1.2 Executive Summary

BGRMO was established in 2001 and has been delivering housing management, maintenance and estate services to its members and residents through a Management Agreement with Lambeth Council. The RMO successfully passed through a Continuation Ballot in 2011 with high turnouts and strong tenant support; the next Continuation Ballot is planned for July 2015.

We have developed this Business Plan to help us focus on the future and to continuously improve our services for our members and residents. Our Business Plan is supported by a 3 year Financial Plan. We have outlined the next steps to explore our long term aspiration of transferring ownership of our estate from Lambeth Council to a locally controlled Registered Provider.

Our Business Plan reflects the vision and values of our organisation and shows what we are aiming to achieve within the remit of our Management Agreement obligations with the local authority. We have agreed our objectives and strategies which cover the services we provide, but also issues relating to how we run the RMO, how we involve the community and how we intend to develop the RMO in the future.

Our Action Plan shows how we will go about turning our vision and objectives into reality. The aims for the lifetime of this Business Plan are to:

- Continuously improve the services we deliver and develop a VfM strategy
- Provide stable and effective governance
- Agree and implement our local lettings policy
- Upgrade our IT systems, develop a website and enable services to be delivered on-line
- Increase tenants and leaseholders understanding of their rights and responsibilities
- Strengthen our control environment and ensure effective risk management through the agreement of a rolling cycle of policy and procedure review
- Prepare our stock transfer proposals by undertaking Board training and development, conducting a stock condition survey to factor into 30 year asset management and financial plans
- Develop a Business Continuity Plan

Eamon Maguire
Chair of Blenheim Gardens RMO

Section 2: Our Vision, Values and Objectives

Our vision is the starting point for our Business Plan, as it states what we are aiming to achieve and why we exist as a RMO. Our values state the things that are important to us and how we intend to work for our service users, members and the community. Our objectives set out what we intend to achieve in the period ahead.

2.1 Our Vision

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 for 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

2.2 Our Values

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

2.3 Our Objectives

Our Objectives

BGRMO has identified the following objectives as being of importance to our continuing success:

- Continuously improve the services we deliver and develop a VfM strategy
- Provide stable and effective governance
- Agree and implement our local lettings policy
- Upgrade our IT systems, develop a website and enable services to be delivered on-line
- Increase tenants and leaseholders understanding of their rights and responsibilities
- Strengthen our control environment and ensure effective risk management through the agreement of a rolling cycle of policy and procedure review
- Prepare our stock transfer proposals by undertaking Board training and development, conducting a stock condition survey to factor into 30 year asset management and financial plans
- Develop a Business Continuity Plan

Section 3: Background

3.1 About the Blenheim Gardens RMO

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 housing services provided on the estate and has a major role in shaping future housing and community strategies and plans. Those housing management and maintenance services that are not provided by BGRMO are currently delivered by Lambeth Living.



Generally, Blenheim Gardens is 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. 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 also developed a number of other 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 our Resident Compact.

3.2 Location, Properties & People

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 considered to be relatively quiet and 'off the beaten track'.



The estate was constructed in the 1970s 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 known as the 'mall'. On 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.



The estate has 440 homes of which 296 are tenanted, 80 are owned by leaseholders and 64 are owned by freeholders. The estate has a number of property types combining low rise flats with two storey houses. It has a diverse population as data from of profiling survey shows below*:

Ethnicity	Residents	%
White - British	292	38.88%
Black - Caribbean	150	19.97%
Black - African	147	19.57%
White - Irish	31	4.13%
White - East European	26	3.46%
White - Other	19	2.53%
White - Portuguese	19	2.53%
Refused to Give Race Details	13	1.73%
Asian - Indian	8	1.07%
Asian Bangladeshi	8	1.07%
Black - African / Caribbean	7	0.93%
Mixed - White & Black Caribbean	7	0.93%
Asian - Other	5	0.67%
Chinese	4	0.53%
White	4	0.53%
Mixed - White & Black African	3	0.40%
Asian	2	0.27%
Other	2	0.27%
Vietnamese	2	0.27%
Asian - Pakistani	1	0.13%
Black - Other	1	0.13%
Total	751	100.00%
Gender Identity	Residents	%
Female (including trans female)	397	52.86%
Male (including trans male)	353	47.00%
Expected Baby	1	0.13%
Total	751	100.00%

Disability	Residents	%
Not disabled	585	78.63%
Disabled	159	21.37%
Total	744	100.00%

Sexual Orientation	Residents	%
Heterosexual	558	78.93%
Not sure	117	16.55%
Prefer not to say	23	3.25%
Gay	6	0.85%
Bisexual	2	0.28%
Lesbian	1	0.14%
Total	707	100.00%

* Profile information as at 2010

Section 4 Services & Strategies

4.1 Our Services

The RMO operates within the Modular Management Agreement 2005. We provide a wide range of housing management services to our tenants; these include rent collection and arrears management, repairs and maintenance, lettings, management of tenancy breaches, complaints handling, nuisance and anti-social behaviour management.

From April 2012, we extended our leasehold service provisions to include service charge billing and calculations.

In addition we also provide a cleaning service and grounds maintenance and tree management across the estate.

We currently deliver a range of extremely successful services as demonstrated by the end of year performance indicators for 2012/13 below:

Rent Collection (BV66a)	98.1%
In year rent collection	99.1%
Service Charge Collection	116 %
Repairs Completed within Target	99.3 %
Gas Servicing Compliance	100 %
Stage 1 complaints responded to on time	100 %
Members' Enquiries responded to on time	100%
Average Short Cycle Void Period	18.7 days

Our 2010 Resident Satisfaction Survey asked whether BGRMO is effective in managing the estate; the results are shown below.

Tenure	Excellent	Good	Fair	Bad	Very Bad	Total	No view expressed
Secure Tenants	119	67	14	2	2	204	2
Leaseholders	7	10			2	19	
Intro tenants	7	2	1			10	1
Freeholders with service charges	8	10			1	19	
Freeholders without service charges	13	6				19	
TOTAL RESIDENTS	154	95	15	2	5	271	3
Percentage of those expressing a view	57%	35%	6%	1%	2%		

4.2 Our successes

We are a high value provider of services as identified by benchmarking and internal audit processes. In particular we have consistently achieved success in the following areas:

- National recognition of our RMO governance through the NFTMO Good Governance Kite Mark
- Being awarded Investor in People status
- Being a NFTMO Guide TMO
- As Part of URH in 2010, we were deemed by the former Audit Commission to provide a 2 Star service with promising prospects of Improvement
- Repairs and maintenance completion and satisfaction levels
- High rent collection and low rent arrears
- Timely void property turnaround times
- Interagency partnership working
- Introducing strategies to combat nuisance and anti-social behaviour
- Strong financial management and a healthy financial position
- Strong resident support for the RMO

4.3 Consultation

Our Resident Compact and Good Neighbourhood Agreement have been reviewed alongside the process of agreeing this Business Plan; they were consulted in depth through focus groups, a General Meeting and by inviting comment from Lambeth Council. The key issues for the consultation were:

- How can residents be involved in the RMO from the Communication Strategy and consultation to an active governance role and strategic decision making?
- What ways should information be disseminated to residents?
- How can involvement be flexible to meet residents differing expectations and preferred methods of engaging?
- What should the RMO do if problems occur regarding resident involvement?
- How should the RMO ensure it complies with best practice in equality and diversity?
- How should an updated Compact align with Lambeth Council's move to become a Co-operative Council?
- What have been the costs and benefits of the current Resident Compact and what budget will be appropriate for an updated version; a provision of £5000 per year has been made
- How should the Good Neighbourhood Agreement be monitored and reviewed?

The Focus Groups involved under-represented residents from BME backgrounds, families and young people; feedback from the Focus Groups is

detailed in a separate report. All attendees agreed that the TMO had delivered positive change on the estate. The key themes that emerged were:

- Concern regarding on-going use of the Brixton Hill end of the estate for prostitution
- Support for the installation of solar panels
- Investigation of the potential for installing controlled access entry systems to buildings
- The need for further investment in tenanted properties
- Action on anti-social behaviour to be continued with diversionary activities for teenage boys
- Install more bins (metal rather than plastic) and brighter lighting on the estate
- The Good Neighbourhood Agreement needs to continue to focus on the five key areas with emphasis being placed particularly on noise nuisance
- The Resident Compact should aim to ensure that residents can easily understand minutes, increase the information posted on noticeboards, send information to all household members, utilise text and e-mail for communication and provide guidance on reducing fuel poverty
- There is very limited awareness of the Dog Charter

4.4 Human Resources

Our current staff structure is shown in section 6. We have identified the following key outputs for our future HR strategy to enable us to deliver our objectives and Action Plan:

- Assign a member or recruit a housing student to lead on membership involvement within the RMO
- Procure trainers, Lead Advisors and professional advice for stock condition surveying and financial modelling of stock transfer proposals
- Launch the Apprenticeship scheme
- Procure HR advice from WATMOS
- Undertake a scoping exercise to match our current staffing structure with the additional requirements of delivering further services and stock transfer

4.5 Information Technology & e-Government

Currently our IT systems are heavily reliant on Lambeth Council; as we move forward on our aspirations for future service delivery and stock transfer a costed IT Strategy will be developed. Our future IT strategy has 3 main components; these are:

- Backup: There is a backup system in operation through Lambeth Council at present and we operate our own system providing weekly backup for certain internal programmes and files (e.g. our financial

accounting system SAGE). We will develop a back up strategy that is flexible to the RMO's future software and systems.

- PCs upgrading & post transfer IT plan: We intend to replace our hardware and software on a rolling basis and develop a costed plan for our long term IT system provision.
- Website: We intend to develop an interactive website to enable the RMO to deliver our services electronically and for residents to be informed and engage with the RMO through additional communication means. We will also create a document store on the website to enable residents to have easy access to policies, procedures and other useful RMO papers.

4.6 Membership & Involvement

We currently have 156 members and conduct periodic membership drives to recruit new members; members of our Board have the opportunity to meet with all new tenants and our Resident Handbook details ways that tenants and leaseholders can get involved in the RMO.

Our Board meets monthly and currently has 17 members (12 tenants, 3 leaseholders and 2 co-optee's others).

We consult with residents through newsletters, surveys, General Meetings, the website and face to face contact before making any significant service delivery changes and involve them in service reviews. We will explore extending our consultation methods to include the how we can best use of social media and our new website.

Our most recent Continuation Ballot was held in 2011; the turnout was 56% with 96% in favour of continuation. We have targeted maintaining these high levels of voting and support for our next Ballot in July 2015.

4.7 Risk Management

We have developed a Risk Management Strategy which identifies the key risks that the RMO faces and how they are controlled and managed. The Board reviews the Strategy on a quarterly basis and in addition to continuing the active management of our current risks we will undertake a risk mapping exercise for our stock transfer proposals. We have identified that developing a Business Continuity Plan that will prepare the RMO service to quickly recover from any major disaster (e.g. fire or flood) is a priority for future risk management.

Section 5: Self Assessments

5.1 SWOT Analysis

A SWOT analysis identifies an organisation's strengths, weaknesses, opportunities and threats. We were facilitated by an external consultant through this process.

We identified the following key issues when undertaking our SWOT analysis:

- Strength of resident support for the RMO and its future plans
- Membership control and governance
- Service delivery and performance
- Our relationship with Lambeth Council
- Diversity of resident involvement

The following table shows in detail the conclusions of our SWOT analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Very efficient, financially viable & organised RMO • Effective & supportive Board & staff team • Pleasant low rise estate • Accessible local office • Very good relationship with Lambeth Council • Community involvement and communications • Strong reputations both nationally and locally • Initiatives for elderly residents • Strong service delivery & performance management 	<ul style="list-style-type: none"> • Board diversity & General Meeting attendance • Current partnership situation an issue after URH closes • Benefit changes and impact on income stream • Parking issues • Small estate which restricts the options for future financial independence • Need to develop a backup / continuity Plan • No succession plan in place for Director & limited staff promotion prospects • Restricted by Lambeth allowances
Opportunities	Threats
<ul style="list-style-type: none"> • Undertake stock condition survey and prepare plans for stock transfer • Introduce apprenticeships • Expand service delivery through Windmill Park 1 O'clock Club • Improved IT systems • Take on additional services (long voids, rents & major works) • Co-op Council Trail Blazer 	<ul style="list-style-type: none"> • Impact of long term under investment • Failure to secure financing for stock transfer development & implementation • The impact of Welfare Reform on tenants & rent arrears • Local and national policy • Uncertainty over Lambeth Council Tenancy Strategy • Allowance review after 2014

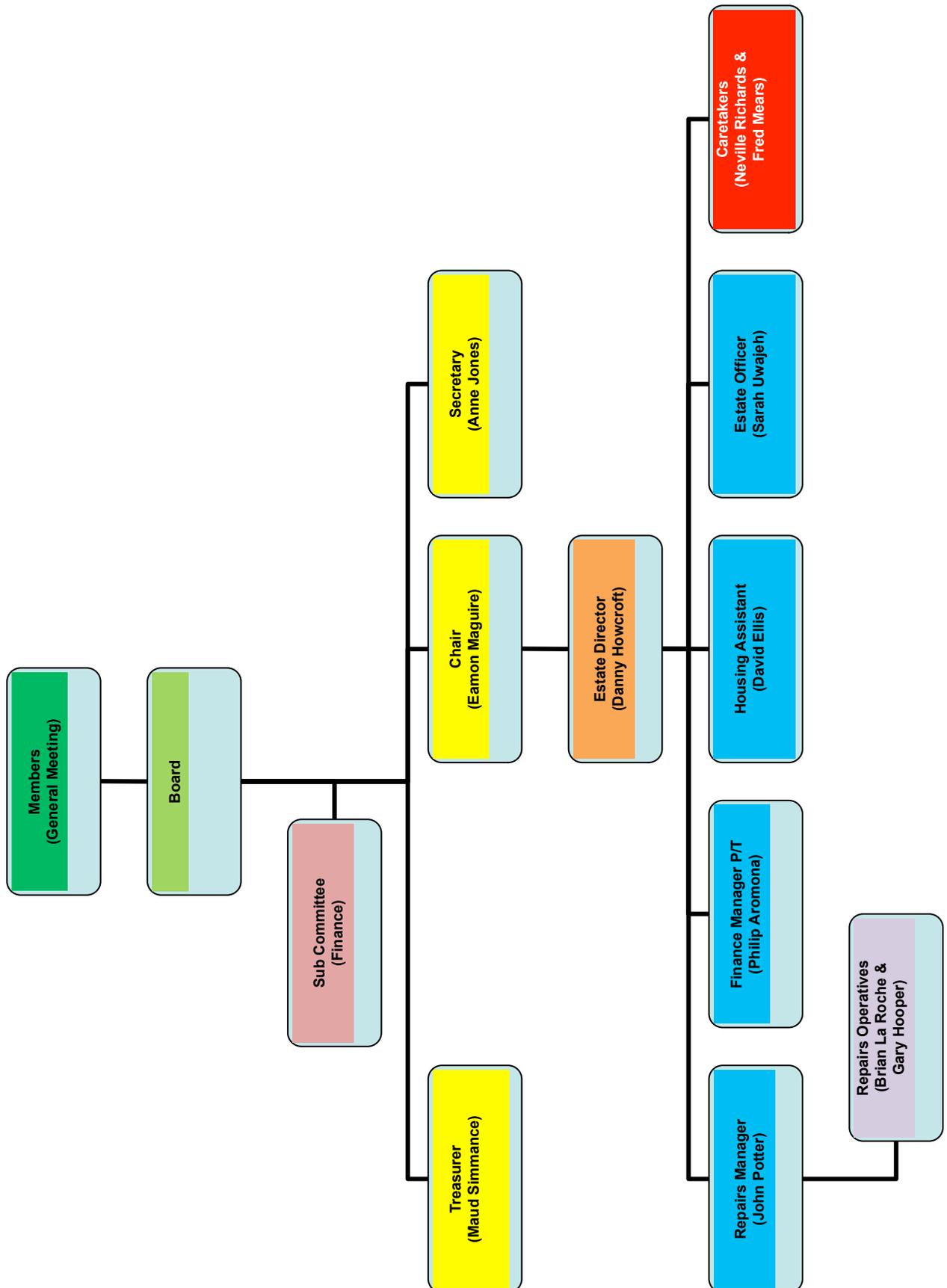
5.2 PESTLE Analysis

A PESTLE analysis identifies the likely external factors that could affect an organisation's future plans. We were facilitated by an external consultant through this process.

The following table shows in detail the conclusions of our PESTLE analysis; we have been assigned positive, negative and uncertain impact probabilities:

Political	Economic
<ul style="list-style-type: none"> • A change of government support for RMOs (-) • Lambeth Council support for stock transfer (+) • Changes to the benefits system (-) • Cuts to funding for Decent Homes works (-) • Co-op Council status (+) 	<ul style="list-style-type: none"> • National rent setting policy (?) • Rising inflation (-) • Changes to interest rates for stock transfer (?) • Rising unemployment (-) • Stock transfer funding - £4.9m debt redistribution (+)
Social	Technological
<ul style="list-style-type: none"> • Shorter tenancy terms (-) • Closure of Community Centre (-) • Increasing levels of anti-social behaviour and crime (-) 	<ul style="list-style-type: none"> • Improved bespoke IT systems (+) • Installation of CCTV system (+)
Legal	Environmental
<ul style="list-style-type: none"> • Introduction of Right to Transfer Regulations (+) • Inherited debt (?) • Changes to Legal Aid system (-) 	<ul style="list-style-type: none"> • Installation of solar panels (+) • Installation of wall and roof insulation (+)

Section 6: Organisational Structure in 2013



Section 7: Action Plan

Our action plan covers all aspects of the RMO's work. Above all, the action plan takes the strategies we have agreed and provides a plan for how we will deliver our objectives. We have target dates for when we aim to have things completed and the Officer and / or RMO Board member / sub-committee responsible for each of the actions.

	Activity	Strategy	Targets dates	Responsibility
Governance	Renew NFTMO Kitemark & TMO guide status	Conduct self assessment & apply for renewal	December 2013	Board & Estate Director
	Renew Investor in People	Apply for renewal	October 2014	Estate Director
	Undertake Board training needs analysis & develop a training plan		January 2013	Chair & Estate Director
	Develop membership plan	Increase levels of involvement and include a more diverse group of residents	May 2013	Estate Director & External Consultant
	Assess compliance with appropriate Code of Governance	Identify the appropriate Code for a future co-operative Registered Provider	January 2013	Estate Director
Service Delivery	Develop VfM Strategy		December 2013	RMO Staff Team

	Activity	Strategy	Targets dates	Responsibility
	Investigate delivering additional services	Discuss amending Management Agreement	On-going May 2013	Estate Director
		Carry our gap analysis	On-going	Chair & Estate Director
		Liaise with Lambeth Council regarding post URH arrangements		Chair & Estate Director
	Agree policy review timetable		January 2013	Chair
Finance	Undertake stock condition survey & develop asset management plan	Agree specification & procure professional advice	April / May 2013	External Consultant
	Welfare Reform impact		On-going	Estate Officer
	Develop 30 year financial plan	Agree specification & procure professional advice	June 2014	External Consultant
	Liaise with potential lenders		December 2014	Board & Estate Director
	Negotiate post 2013-14 allowances		November 2013	Estate Director
	Review Financial Standing Orders		June 2014	Treasurer & Estate Director

	Activity	Strategy	Targets dates	Responsibility
Community	Implement Local Lettings Plan		On-going	Estate Officer
	Improve Sub-Committees	Appoint Membership Officer & broaden involvement	December 2013	Estate Director & External Consultant
	Go live on website		April 2013	Estate Director & External Consultant
	Set up social media		May 2013	Estate Director
	Examine incentivising General Meeting attendance		February 2013	Estate Director
	Offer apprenticeship and work placements opportunities		April 2013	Board & Estate Director
	Build on current partnerships		On-going	Board & Estate Director
Corporate	Develop Business Continuity Plan		June 2013	Estate Officer
	Develop Employee Succession Plan		July 2013	Board & External Consultant
	Secure successful Continuation Ballot	Drop ins, telephone & newsletters during 2014	July 2015	Board & Estate Director

	Activity	Strategy	Targets dates	Responsibility
	Update Resident Compact & Good Neighbourhood Agreement	Consult through focus groups & present to General Meeting	June 2013	External Consultant
Stock Transfer	Procure of Lead Advisor		September 2013	Board & Estate Director
	Secure grants to further explore the option		December 2013	Lead Advisor
	Discuss LATMOS mentoring		June 2013	Estate Director
	Liaise with Lambeth Council		On-going	Estate Director
	Assess HCA registration criteria & regulatory compliance		March 2015	Board
	Undertake risk, HR & IT mapping exercise		December 2014	Board & Estate Director

Section 8: Financial Plan

At the year end 31 March 2012, the RMO had £600,350 in reserves; the RMO has no outstanding loans.

The RMO has agreed an annual revenue budget for 2012-13 which has been used as a baseline for forward projections to March 2016. A separate 30 year Financial Plan will be produced as part of the stock transfer proposal which will include detailed sensitivity analysis.

The key assumptions that underpin the 2013-16 RMO Revenue Financial Plan are:

- Management and Maintenance inflation of 1.7%
- Wage inflation of 1.5%
- Repairs cost inflation of 3%
- Utility costs inflation of 5% where applicable

We have undertaken analysis of variations to these assumptions and the subsequent impact on the financial plan. The financial plan is flexible and robust to these variations and the RMO's Board will continue to monitor trends in these factors and amend their plans accordingly.

	2013- 14	2014- 15	2015- 16
Income			
Management and Maintenance Allowance	63270	64345	65439
Garage income	25000	25500	26010
Other Income	20000	20000	20000
Bank Interest	3000	3000	3000
Community Hub	200	200	200
Total Income	2	8	7
Direct Expenditure			
Repairs and Maintenance (including materials)	46000	47380	48801
OAP Redecoration Allowance	5500	5500	5500
Void Property	30000	30900	31827
Electrics	10000	10300	10609
Legal Fees	20000	20000	20000
Garage Repairs	12000	12360	12731
Communal Lighting - Repairs & Electricity Bills	22000	22660	23340
Fences	10000	10300	10609
Block Maintenance	10000	10300	10609
Estate Cleaning Contractors & Caretakers	19000	19285	19574
Pest Control and Disinfestation	16000	16480	16974
Abandoned Vehicles	3000	3000	3000
Annual Gas Servicing and Repairs	50000	51500	53045
Committee & Communication Expenses / Betting shop Project	10000	10000	10000
Grounds Maintenance - Mall Gardening	15000	15450	15913
CCTV	5000	5150	5305

	28350	29056	29783
	0	5	7

Direct Staff Costs			
Housing Management	94842	96265	97709
Repairs and Maintenance - Overtime	20100	20100	20100
	11598	11772	11948
Housing Maintenance	3	3	9
Caretaking and Cleaning	47963	48682	49413
	27888	28277	28671
	8	0	1
Overheads			
Finance and Administration	29218	29656	30101
Receptionists	21103	21419	21741
Staff Bonus	5003		
Community Hub	2000	2000	2000
Rent and Rates	2000	2000	2000
Insurance	8000	8000	8000
Office Heat and Light	5500	5775	6064
Travel and Subsistence	200	200	200
Printing and Postages	12000	12000	12000
Telephone	2000	2000	2000
Photocopier Lease Rentals	7000	7000	7000
Audit and Accountancy	5000	5000	5000
Consultancy Fees	38000	8000	8000
Office Equipment - Maintenance	2000	2000	2000
Office Cleaning & Maintenance	2200	2200	2200
Bank Interest and Charges	550	550	550
Subscriptions	1000	1000	1000
Training	2000	2000	2000
Other Expenses	2300	2300	2300
	14707	11305	11410
	4	0	6

	-2856		
Surplus / Deficit	0	5773	4953



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