



Blenheim Gardens

Residents
Management
Organisation

17/18

ANNUAL REPORT

Chair's Welcome

Blenheim Gardens RMO is a strong, vibrant, community based, residents organisation that is proud of its achievements in improving the life of residents on Blenheim Gardens Estate at a time of cutbacks in essential services provided by local and central government. Providing high quality local management and maintenance is at the heart of what we do. We are aware of the challenges we and residents will face and are actively involved in working with a wide variety of local community organisations to offer opportunities for residents young and old and to improve the homes, services and environment where we live.

We have taken on a co-ordination role to support community groups in our area and see our partnership with them, other TMOs and the Council as essential to improving our area. Increasing our independence and resources will help us to meet our aims.

I would like to thank my fellow board members for their support, hard work and dedication each has demonstrated during the course of the year and also the RMO employees, who continue to provide an excellent service on behalf of the board, for all residents.

I hope you enjoy reading our annual report.

Eamon

Blenheim Gardens RMO Chair



Blenheim Gardens

Residents Management Organisation



Our achievements...

The Board monitors the work of the RMO and checks services provided are relevant to residents' aspirations through reports at the monthly Board meetings. Our performance is compared to the performance of the Council and other TMOs in Lambeth through monthly Key Performance Indicators (KPIs).

We Have:

- Continued to manage the estate well as demonstrated from feedback from residents
- Made the estate better by improving gardens and flower bed areas
- Stopped a Housing Association building on a school site near Prague Place
- Developed close contacts with local partners including Friends of the Windmill Gardens, the play to stay group and the Clapham Youth Centre and have supported them
- Developed partnership and links with our Local Youth by introducing a youth forum and providing educational and recreational activities throughout the year
- Been awarded the Investors in People accreditation for the 4th time
- Maintained the NFTMO Guide TMO status
- Received a NFTMO Good Governance award for the 3rd time
- Kept the issue of the major works on the Council's agenda
- Developed new skills and tactics to negotiate and put pressure on the Council to improve our financial stability
- Used our reserves to benefit the community
- Coped with changes in staffing and developed a staff succession plan
- Taken on more responsibility from the Council
- Reviewed our long term options
- Been proactive in identifying and reducing Anti-Social Behaviour (ASB) and crime
- Recruited skilled new Board Members
- Generated competition for places on the Board



About us...

Blenheim Gardens RMO

Our vision is for a resident-led enterprise recognised as a centre of excellence, working together, with a shared commitment, to provide good, modern housing and excellent housing services.

Blenheim Gardens RMO supports a diverse, vibrant and successful community by delivering services that focus on the real needs and aspirations of our residents.

Our mission statement:

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

Our vision:

Our vision states what we are aiming to achieve and why we exist as an RMO. Our values state the things that are important to us and how we intend to work for our service users, members and the local community. Our objectives set out what we intend to achieve in the period ahead. The Vision, Values and Objectives have been developed by the RMO Board with input from Resident Focus Groups.

BGRMO will work for the people of Blenheim Gardens Estate to improve the quality of life for all. We will achieve this by:

- Providing the best housing service possible for all our residents
- Eliminating community and financial exclusion
- Making Blenheim Gardens a safer and more secure place to live
- Improving our housing stock and environment for all residents
- Communicating, consulting and involving all members of our community in our decision making
- Increasing the level of resident involvement
- Working in partnership with other community groups to improve the area surrounding Blenheim Gardens Estate
- Undertaking projects and initiatives that will benefit our community
- Becoming more independent from Lambeth Council
- Building a sustainable and cohesive community

Our values:

Blenheim Gardens RMO is 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:

- Endeavour to put our residents first
- Provide services reflective of local needs and priorities
- Respect our community and care about people
- Celebrate the diversity of our community and will strive to ensure we represent and serve all residents in a fair and equitable manner
- Recognise the contribution of our residents as central to all that we do
- Champion Resident Participation and Community Empowerment and encourage our residents to have the confidence and imagination to create solutions
- Value our residents' opinions
- Actively improve the quality of life for all residents
- Invest in the development of our organisation and its workforce
- Promote partnership by working with community organisations

Our Objectives:

This sets out the main issues we want to address and what we want to achieve between 2018 and 2022 and the details of these can be found in our business plan.

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

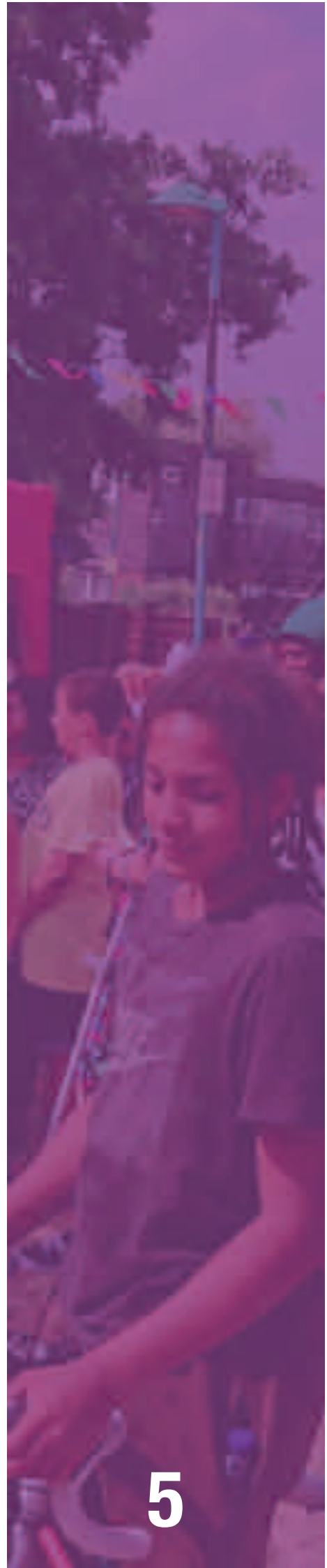
- Continuously improve the services we deliver taking account of Value for Money
- Provide stable and effective governance
- Consider how to provide services more effectively
- Increase tenants and leaseholders understanding of their rights and responsibilities
- Improve risk management and strengthen internal controls
- Consider options to take more control of housing services on the estate

Staff Values:

The RMO staff have developed a set of values that inform the work of employees to support our corporate aims. The staff values are:

- We want to understand the needs of our residents and are always supportive and helpful
- We create relationships built on trust by listening and acting with integrity
- We treat our residents, stakeholders and each other with fairness and respect
- We are united and rely on teamwork to deliver the organisation's goals
- We continuously improve what we do in order to provide a prosperous future for our residents

Please let us know if you feel we are not meeting our vision, values and objectives.



Our Services

The RMO operates within the Modular Management Agreement (2005), and signed the current Management Agreement in April 2012. We provide a wide range of housing services but not all services are provided by us.

Services BGRMO provide

- Rent collection and arrears management
- Repairs and maintenance including repairs to disablement adaptations
- Short cycle void management
- Gas Servicing
- Lettings within Lambeth Council's allocations policy
- Tenancy compliance
- Management of tenancy breaches
- Leasehold Management including management of lease and transfer breaches
- Stage 1 Complaints Handling
- Nuisance and anti-social behaviour management
- Estate cleaning and caretaking
- Management, maintenance and letting of garages and pram sheds
- Grounds maintenance
- Service charge calculation, collection and arrears management
- Maintenance of estate roads
- Parking control
- Pest control service
- Identifying estate improvements
- Housing Benefit and Council Tax verification
- CCTV service
- Responsive repairs under £5K
- Responsive repairs and maintenance to the estate
- Estate lighting repairs
- Bulk removal
- Resident involvement activities including an annual fun day, a study support group and school vacation camps
- Consent for non-structural works to properties
- Garage door repairs / replacement
- Graffiti removal

Services LBL provide

- IT systems
- Major and Structural Repairs including replacements
- Painting of external and common parts
- Fire Safety Works including completing Fire Risk Assessments
- Right to Buy administration
- Housing Benefit and Council Tax assessments
- Community care assessments
- Tree management
- Setting rent charges
- Asbestos Removal
- Repairs over £5K
- Long cycle voids costing more than £5k
- Refuse and recycling services
- Allocations of empty properties
- Stage 2 Complaints Handling

Why not become a RMO shareholder?

Just 10p not only provides a life long share to the RMO but also voting rights at general meetings. For details on purchasing a share, please contact the RMO office.



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The services provided by us are monitored by the Board and reported to the Council. The Council reports on our performance and compares it to targets in its directly managed stock. We met targets for the Key Performance Indicators set by LBL on Rent Collected, Arrears Collected, Service Charge Collected, Gas Servicing completed and Void Turnaround, every month of 2017/18.

Most recent performance information demonstrates the standard of services provided by us:

Performance at end of year

2017/18

KPI Description	Lambeth Results	2017/18 Target	TMO Result	TMO Target Met?	Outperformed Lambeth?
% Rent Collected in year	99.50%	99.00%	100.60%	Yes	Yes
% Rents and arrears collected	95.30%	96%	97.70%	Yes	Yes
% Service charges collected	116.70%	100.50%	135.50%	Yes	Yes
Average relet Void time	23.3 days	25 days	4.2 days	Yes	Yes
% Gas services completed on time	99.50%	100%	100.00%	Yes	Yes
% Repairs completed on time	90.80%	97%	100.00%	Yes	Yes
% Committee meeting completed	N/A	95%	100.00%	Yes	N/A
% Tenancy Checks completed	N/A	10%	38%	Yes	N/A

N.B. *There are some issues with the recording performance of service charge collection rate during the 2017/18 year. The figures quoted above are to the end of Sept 17.

BGRMO outperformed LB Lambeth Housing Management and maintenance on six out of six Key Performance Indicators in 2017/18.

FUN DAY 2018

"great
atmosphere,
perfect for the
kids"

"brilliant, it gets
better each year,
I wish we could
have them more
often"

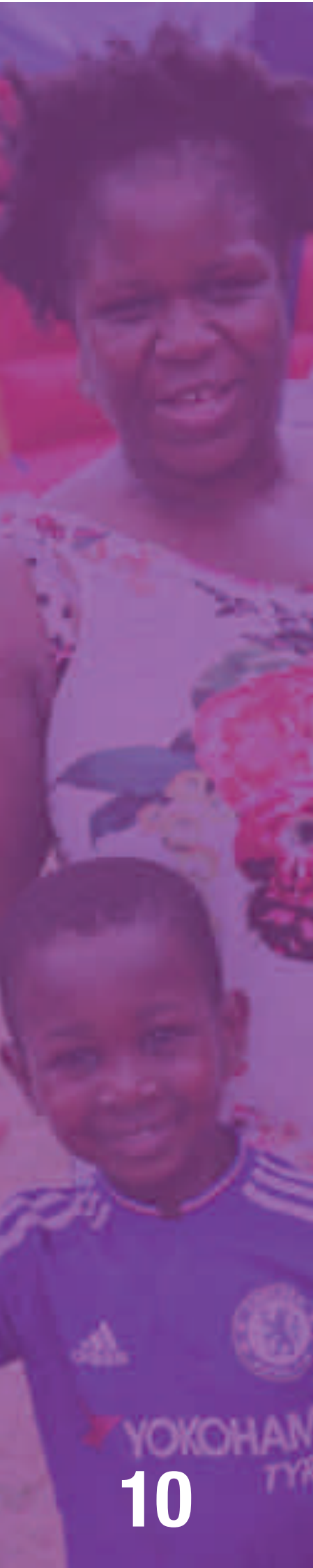
"lovely day,
good vibes"





**"its enjoyable
and brings
residents young
and old
together"**

**"it's a pleasure
to see RMO
employees
socializing with
the community"**



The RMO Board

The RMO board is responsible for the Management of the RMO and the services provided to residents. To support the board, they employ housing professionals to manage the services on their behalf. Board members are dedicated individuals who have come together to improve the services offered by the RMO to all estate residents. Board members are volunteers.

The Board Members at year ending 31.03.18 were:

Executive members:

- Eamon Maguire, Chair
- Thomas Crouch, Vice Chair
- Anne Jones, Secretary
- Maud Simmance, Treasurer

Board members:

- Maureen Champion
- Sally Champion
- Martin Cherry
- Gina Filose
- Sally Hill
- Geresom Ngole Obinna
- Barry Rowland
- Diana Thompson

To fill any vacancies on the board, board members are able to co-opt other residents who wish to be involved in the RMO. At year end, the RMO's co-opted members were:

Co-optees:

- Erin Gill
- Greg Furlong
- Anton Manickham
- Pat Prendergast
- Colleen Scott

Co-optee's serve for one year only but may be re-elected.

The RMO operates a Finance Committee who are tasked with overseeing the RMO finances. At year end the members of the RMOs finance committee were:

- Derek Bailey (non-elected member)
- Gregg Furlong
- Geresom Ngole Obinna
- Pat Prendergast
- Maud Simmance
- Diana Thompson

Board members can be council tenants, leaseholders or freeholders on the estate. You do not need any specialist qualification or experience to become a board member and we particularly welcome residents from ethnic minority groups and young estate residents, since, at the present time, residents from these groups are underrepresented at board level.

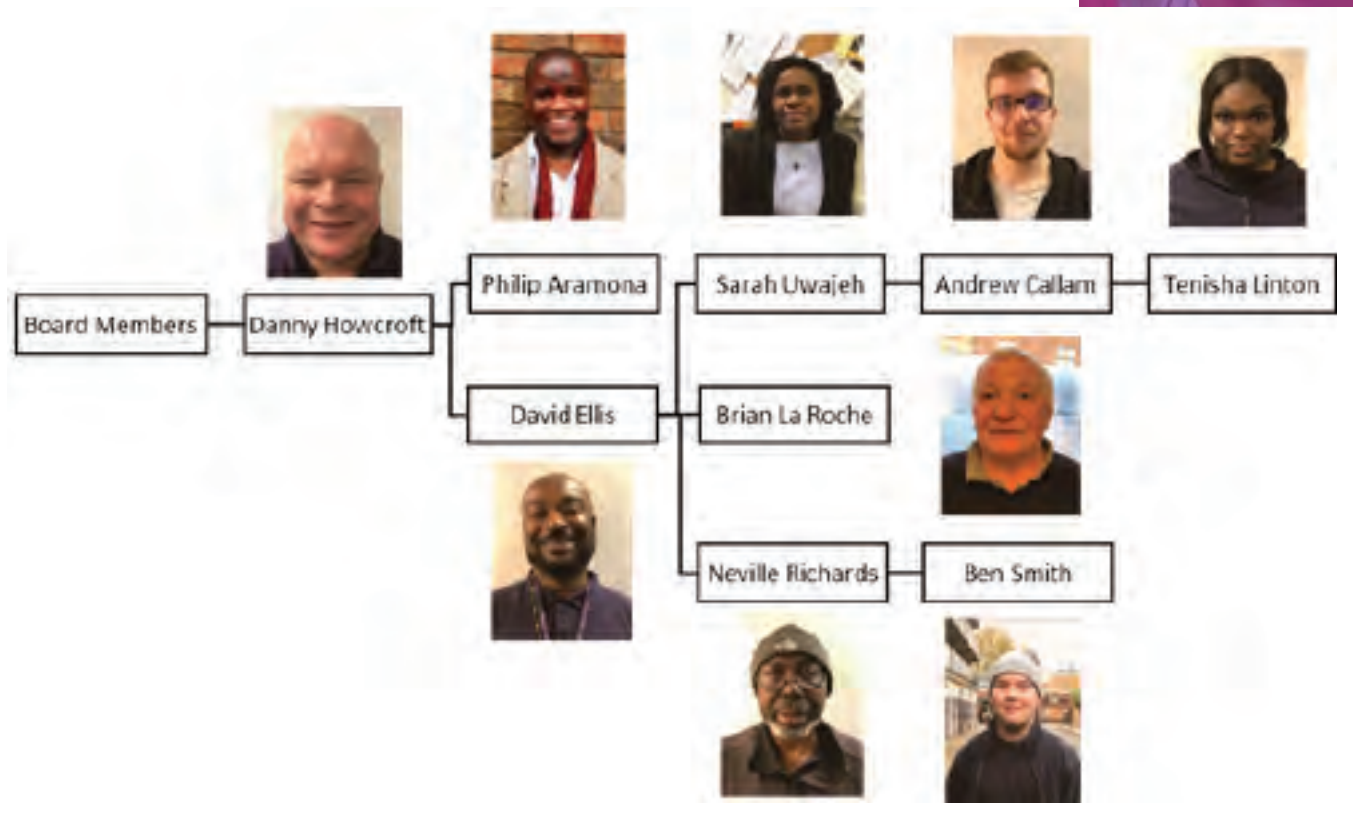
Any training required by board members is provided **free of charge**. The board also operates a board 'buddy' system, where new board members are shadowed in their new role by a more experienced board member.

During the year the board undertook a number of training sessions to develop the RMO's business plan (2018-2022), attended meetings with the Council to raise issues and concerns on behalf of wider estate residents as well as attended events off the estate.

Without the involvement of the board, the RMO would simply **cease to exist**.

Meet the RMO team..

The RMO employ 9 members of staff. The Estate Director reports to Board and is accountable for all service delivery on behalf of the board as well as managing our relationship with the local authority. Tenisha and Ben are our apprentices.



Our Partners

We work closely in partnership with a variety of community organisations and Lambeth Council. Some of our community partners deliver local services to our residents. Other community partners have similar objectives to us and these are to improve the local area, address local issues and improve life for local residents.

We are currently working with:

- Friends of the Windmill Gardens
- Clapham Youth Centre
- Blenheim Edible Gardens
- CEF & Lyncx
- Roupell Park RMO
- St Saviours Church
- Faith Chapel Church
- Lambeth Council
- Maytree Children's Centre
- The Salvation Army
- Progress



Review of activities

Blenheim Gardens Estate consists of 440 mixed tenure properties, 378 of which are tenanted, leaseholds or freeholds subject to service charges, the remainder of which are owned freehold without service charge obligations.

The year has been a challenging one for Blenheim Gardens RMO however the Governance Board feels there has been significant progress made preparing the RMO for the future and maintaining the delivery of high quality customer focused services.

The year has been focused on the many issues associated with the Lambeth Housing Standard works completed on the estate by Wates but project managed by the Council. Much of the works completed is substandard and presents a real liability to residents and the RMO in future years. This matter remains on going at year end as does negotiations on what external work such as new roofs etc will be undertaken in the future.

During the course of the year, the RMO submitted a business case to the Council to increase the remit under the terms of its Management Agreement. The business case included taking on additional functions such as major works and aids and adaptations repairs. From this business case submitted, the Council agreed for the RMO to support the co-management of the LHS rectification project and to undertake repairs to adapted appliances from 1st April 2018.

During the course of the Year, the RMO obtained its Investors In People Status for the 4th time, a position not only enjoyed by only a few TMOs nationally, but one that also recognises the good work that the RMO board members undertake for this estate.

Some of the objectives achieved during the 2017-18 financial year included:

- Resolved the leak issue into Ramilles Close from the Thames water site
- Continued to renew garage doors with high security, low maintenance type
- Continued with the boiler renewal programme
- Increased nominations to the RMO Governance board member
- Submitted a business case to the Council to undertake additional responsibilities which resulted in the RMO supporting the LHS project on a formal basis and taking on the Aids and Adaptations repairs
- Provided apprenticeship opportunities
- Extended our resident involvement programme which included undertaking a social value project
- Developed a youth forum to shape activities and events for all young estate residents
- Negotiated an allowance agreement with the Council covering a 3 year period
- Undertook a mini estate painting project
- Extended our edible garden area using external funding
- Reviewed our staffing structure
- Updated the fire notice signs to all blocks
- Reviewed our bulk waste service
- Developed a surplus and reserves policy and identified residents priorities for estate improvements
- Achieved an end of year surplus position
- Agreed with the Council to take over the management of the triangle area outside the Windmill Gardens
- Reviewed our parking enforcement arrangements
- Supported local groups such as the Clapham Youth Centre, the Holmewood play and stay group, Friends of the Windmill Gardens, Progress and CEFL & Lynx



Blenheim Gardens
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Future developments

During the 2018-19 financial year the RMO will endeavour to:

- Ensure the completion of the Lambeth Housing Standard works to an acceptable standard to reduce risk to the RMO and residents in the future
- Continue to discuss the possibility of taking on additional responsibilities from the Council
- Undertake feasibility studies following agreement from members on using the RMOs surplus fund
- Continue with the estate painting programme
- Continue with a boiler renewal program
- Increase CCTV coverage on the estate
- Increase our resident involvement program further
- Continue to offer apprenticeship opportunities
- Introduce an Estate warden service as a trial
- Review its contract providers including repairs and maintenance
- Continue to reshape service provisions to meet future local needs of the communities we serve
- Continue to offer assistance, advice and support to other RMOs in its role as a NFTMO Guide TMO
- Negotiate future capital works for the estate
- Continue to increase membership to the RMO and Governance board member nominations
- Assess the impact the welfare benefit reform and the introduction of Universal Credits will have on estate residents and ensure the necessary support is put in place to assist residents
- Review business opportunities beyond the estate

Blenheim Gardens RMO remains one of the top quartile performing organisations in Lambeth. The RMO achieved all its performance targets at year end and obtained good reviews from the Council, who are responsible for monitoring the RMO.

Major works

Lambeth Council has a five year programme to raise its housing stock so that it meets the Lambeth Housing Standard. This programme commits the Council to carry out improvements to bathrooms, kitchens, electrical, roof, window renewals and communal facilities. At a total cost of £490 million the programme is one of the highest nationally.

Blenheim Gardens Estate had internal works undertaken in 2014 and unfortunately the programme was not properly managed by Lambeth Council and a large number of defects have come to light that will require a lot of work to rectify. The Council have agreed a programme of making good these defects as well as agreeing to do works on any properties that were missed in the original programme. This is called a 'mop- up' program.

The co-ordination of these various programmes will be crucial so that residents are not inconvenienced more than is absolutely necessary. The rectification works are due to be completed during 2018.

Lambeth Council have provided an indicative year of 2020/2021 for external works to be completed on this estate. The works were originally planned for 2012/13. Such work may include new roofs, external cladding and electrical lateral mains. Employees of Blenheim Gardens Estate will be taking a leading role in ensuring that all the projects are delivered in a way that will most benefit the residents so that the mistakes of the past are not repeated.

Financial Report 17/18

The RMO made a surplus of £59,854 after taxation. This compares to a surplus of £206,213 in the previous financial year. The total surplus carried forward from previous financial years was £188,000.

The income for the year was £796,064 compared to £844,579 in the previous financial year.

Employment costs increased from £318,455 in 2017 to £344,164 in 2018 mainly due to the increase in pension costs and the use of temporary staff.

Direct estate costs increased from £386,344 in 2017 to £440,059 in 2018 mainly due to increased repairs and maintenance, block maintenance and gas servicing work.

Office administration costs increased from £111,316 in 2017 to £129,401 in 2018 mainly due to professional fees and office staff costs.

Committee and communication expenses increased from £27,066 in 2017 to £33,590 in 2018 mainly due to our increased resident involvement program.

No payments were paid to any board member during the year. The auditor provided the RMO with a true and fair reflection of the business at the year end.

The RMO introduced a new business plan during 2018, which included a financial plan covering the period until 2022. A copy of our business plan is available on line at www.rgmou.org.uk or from the RMO office.

Surplus after Taxation

2016/17	2017/18
£206,213	£59,854

Yearly Income

2016/17	2017/18
£844,579	£796,064

Employment Costs

2016/17	2017/18
£318,455	£344,164

Direct Estate Expenses

2016/17	2017/18
£386,344	£440,059

Office Administration Expenses

2016/17	2017/18
£111,316	£129,401

Committee & Community Expenses

2016/17	2017/18
£27,066	£33,590

Housing management - this is how we do it..

Tenancy checks

Blenheim Gardens RMO completed 109 tenancy checks which equates to 38% exceeding its target by 28%. Blenheim Gardens RMO performance was the 3rd highest out of all TMOs (2nd, 46%).

Repairs satisfaction survey

A satisfaction survey was provided for each of the 206 jobs that were raised in 2017-18 and with 98 returns, this gave a response rate of 48%. In terms of satisfaction, we exceeded target in each quarter during 2017-18.

Service complaints

Eight complaints and one members' enquiries were received and responded to within the target time. We exceeded the target on both of these indicators by 10%.

Relets of empty properties

Blenheim Gardens RMO had 5 lets in 2017-18, which is the joint 3rd highest out of all TMOs (2nd had 8 lets). We had a 4.2 days turnaround time at year end sits within the target by 20.8 days and was ranked 1st compared to other TMOs.

The TMO Client Team recently undertook a service area review of TMOs. The review found that out of all TMOs, We exhibited very good record and there were examples of good practice that will be shared with other TMOs.

Gas servicing

In all four quarters, we completed all gas services within 12 months of the previous service, achieving the target of 100% month on month.

Repairs

We consistently completed all of our repair jobs within the target time, exceeding the target by 3%.

Rent collection

Throughout 2017-18, we consistently exceeded targets on both rent collection indicators. We closed the 2017-18 year ranked 4th on the in-year rent collection at 100.6% (3rd was 100.8%) and 3rd on the BV66a indicator which measures the percentage of historic arrears collected at 97.7 % (2nd was 97.9%).

Service charge collection

There were issues affecting the ability to accurately capture the percentage of the day to day service charge collected. This was as a result of the merger of the day to day service charge accounts and major works service charge accounts for leaseholders. It is for this reason we were unable to report on this indicator throughout 2017/18 but a report is being developed to resolve this in 2018/19.

End of year comments from the LBL TMO client team...

'Blenheim Gardens RMO's have kept the momentum developed during the first half 2017-18 by ending the year exceeding their targets.'

'Governance remains strong for Blenheim Gardens RMO and the TMO continues to remain in a healthy financial position'

Thank you!

If you would like this information in large print, in Braille, or in another format or language, please contact us on 020 7926 0158.

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Yoruba: Tí ẹ ba fẹ ìmoràn yíí, ní èdè Òmíràn, ẹjọ, ẹ kàn wà l'ágogo 020 7926 0158.



Blenheim Gardens RMO address and contacts

Blenheim Gardens RMO
24 Prague Place
Blenheim Gardens Estate
Brixton
SW2 5ED

Main contacts:

Office: 020 7926 0158
Repairs: 020 7926 0159
Rent, service charge and tenancy: 020 7926 0161
Fax: 020 8678 7021
Estate Emergencies: 0790 382 4072

Email: blenheimgardens@lambeth.gov.uk
W: www.bgrmo.org.uk
Twitter: @DannyBgrmo1
Facebook: Blenheim Gardens RMO
Skype: Blenheimgardens1