



Blenheim Gardens RMO

Business Plan

2024-2026



Blenheim Gardens

Business Plan

2023-26

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Your Business Plan

This is the Blenheim Gardens Resident Management Organisation Business Plan for 2024 – 2026. The plan was reviewed and extended in 2024, to coincide with an allowance agreement reached with the local authority. The business plan has been developed with input from our Board, Residents, and Employees. This Business Plan is available in other languages and formats to meet the communication needs of residents.

Section 1 Chair's Welcome

Blenheim Gardens RMO is a strong, vibrant, community based, resident's 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.

Martin Cherry, Chair of Blenheim Gardens RMO

1.1 Our Mission Statement

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



1.2 Executive Summary

This Business Plan sets out the members, Board and employees views of the strategic direction for RMO in the coming four years. It outlines the current environment, challenges and risks and demonstrates that we have the necessary funding, human resources, and systems in place to achieve its business objectives at a time of considerable change. The risk analysis considers likely risks and shows what the Board have in place to mitigate the likely risks.

1.3 The RMOs operational environment

With the largest geographic area of any inner London borough, more than a third of a million people, Lambeth is the third largest London borough behind Newham and Wandsworth. Largely residential, Lambeth is one of the most densely populated places in the country, with 113 people living in each hectare of land, the fifth highest for population density in the country. It has a high turnover of population about 10% of the population leaving and arriving each year. At the same time many Lambeth residents have lived in the borough for a long time, and this is certainly consistent on the Blenheim Gardens Estate where we have several residents who have been living here since the estate was built in the early 1970's!

The operations of the RMO are impacted on by both local and national policies and some of these are discussed below:



Government policy

Since the election of two Conservative Governments since May 2015, there have been major changes which have impacted social housing and local government, in addition to those already implemented by the coalition government in 2010 which have a continued impact. Some of these changes also have implications to TMOs not just as managing agents but also as community champions. These have included:

- Welfare reform including the introduction of the benefit cap and the 'bedroom tax'
- 1% rent reduction discount
- Introduction of Universal credit

Benefit levels on the estate are relatively low in relation to other social housing schemes with just 54% of tenants currently claiming some form of housing benefit. This compares with a Lambeth average of 63.9%.

Since 2022, there has also been high inflation and a cost-of-living crisis, resulting in challenging situations for families to pay their bills and feed their families. This has impacted on tenants nationally and for Blenheim Gardens residents, we have provided additional services to support residents meet these challenges.

Lambeth Council

Lambeth's population is projected to grow from 303,100 in 2011 to 357,000 in 2030 and is known throughout London for our creativity and diversity. The new arrivals join long-established communities that have shaped Lambeth, creating rich and vibrant cultural scenes.

Lambeth is home to Kings College London, a World-Class university, and teaching hospitals, major arts and cultural institutions, and global businesses.

Lambeth Council has been Labour controlled for most of the last twenty years. Following the local elections in May 2018, Labour had a majority with 57 out of 63 seats on the Council.

Housing and Tenant Management Organisations in Lambeth

Lambeth Council owns 34,047 homes, of which 23,447 are tenanted (70%) and 10,146 are leasehold (30%). Out of the 34,047 homes owned by Lambeth Council, the management of 4,330 homes (13%) are delegated to Tenant Management Organisations (TMOs). There are 10 TMOs in Lambeth.

Following the closure of the Council's Arm's Length Management Organisation, Lambeth Living in June 2015, the remaining housing stock not managed by TMOs are managed by the Council's in-house Lambeth Housing Management team.

The scope of the management services delivered by TMOs is set out in a contract with LB Lambeth known as Management Agreements. These are managed by the LB Lambeth through the TMO Client Team and clarifies the roles of the TMO and

Council in delivering housing management the services as is explained in the 'services section 4' below.



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:

- Lambeth Council
- Friends of the Windmill Gardens
- Blenheim Edible Gardens
- CEF & Lyncx
- Roupell Park RMO
- Faith Chapel Church
- The Salvation Army
- Christians Against Poverty
- Repowering London
- The National Grid
- Progress UK



Our community – putting Residents are the heart of all we do...





Section 2 Our Vision, Values and Objectives

2.1 Our Vision

Our vision 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 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.

Our Corporate Vision
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

2.2 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 to reflect our commitment to resident participation and to provide value for money services.

Our Corporate Values
We will: • Endeavour to put our residents first, • Provide services reflective of local need 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 working with community organisations

2.3 Our Objectives

This sets out the main issues we want to address and what we want to achieve between 2024 – 2026.

Our Corporate Objectives
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

2.4 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 need 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.

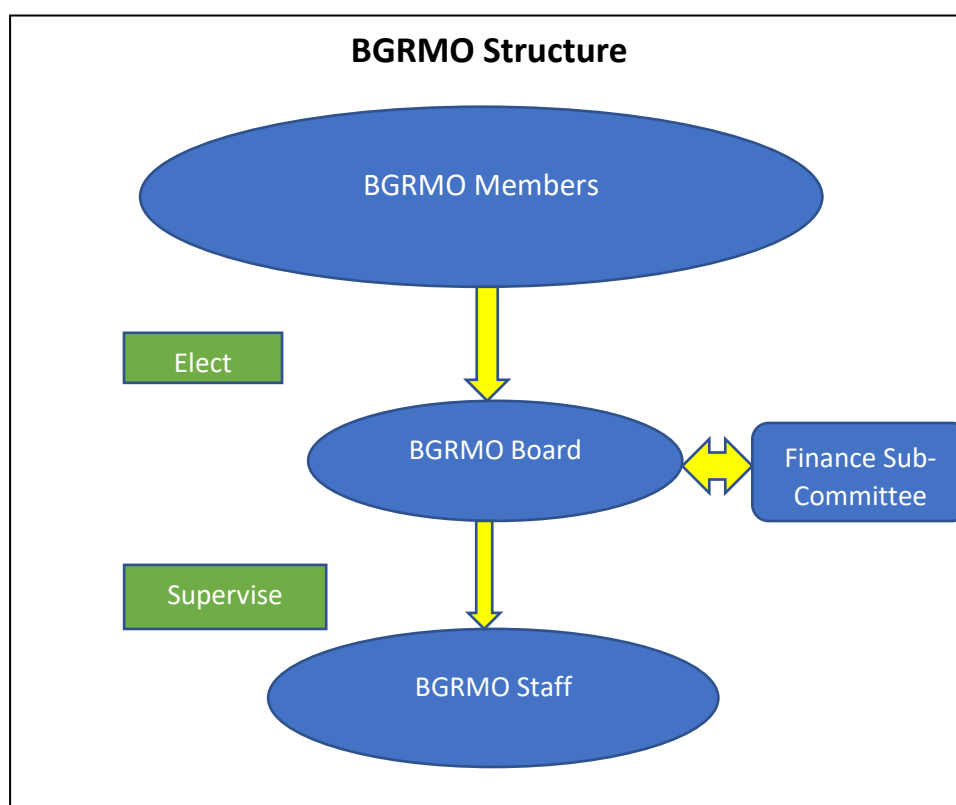


Section 3 Background

3.1 About Blenheim Gardens RMO

Blenheim Gardens Resident Management Organisation (BGRMO) is a community-led organisation run by a Board made up of estate residents. Board members are volunteers. The RMO is responsible for most of the day-to-day housing services provided on the estate and has a major role in shaping housing and community strategies. Those housing management and maintenance services that are not provided by us are currently delivered by Lambeth Council. We have managed the estate since June 2001 and has steadily increased the functions we are responsible for and the services we provide.

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 are aware of the changes affecting our community and how proposed changes will affect the area around Blenheim Gardens Estate. We need to make improvements and we have, and will, continue to make plans.



The RMO Board is democratically elected each year and are accountable to the residents of the estate. All residents are encouraged to join and become members of the RMO; membership costs just 10 pence. In 2023 we have had competition for

the 12 places on the Board. Members and residents are 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 in the way the estate is run can be found in our Resident Involvement Policy.

3.2 Location, Properties & People

Blenheim Gardens Estate is situated between Brixton Hill and Kings Avenue and despite being only minutes away from Brixton main centre and close to Clapham, the estate is relatively quiet and 'off the beaten track'. The estate is well served by public transport giving easy access to Central and South London.



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 undercroft 204 garages.

The estate was designed by Ted Hollamby OBE, who headed up Lambeth's Architect's Department. Hollamby designed and built a large number of award-winning housing projects through the 1960s, 1970s and into the 1980s. Hollamby was adamant that social housing tenants were entitled to good quality homes and that it was possible to provide them at a high density, generally without the need to build high. House types are laid out in atypical arrangements of alternating front and rears. This arrangement is unique in Lambeth and in London. The Blenheim Gardens Estate is an exemplar of Hollamby's tenure.

In an article in the Times, "People versus Planners", in September 1968, Jill Craigie wrote:

"For superb examples it is necessary to look at Lambeth and the experience of the borough's most sensitive architect, Edward Hollamby. Although he has in his time also built large estates with high buildings, he has concentrated for years on housing his people back on the ground. Today Hollamby is the acknowledged leader in high density housing with low buildings. In his latest scheme for Blenheim Gardens,

covering almost 16 acres, the houses will be no more than two storeys high. Arranged along narrow roads, or rather, terraces, the layout is, in effect, a return to the traditional way of building, but in this case, brought up to date with all the latest ideas for the segregation of traffic, tree planting and above, all, open spaces that really can be used. The terraces are arranged to give an informal atmosphere with spaces for toddlers to play where they can be seen from the kitchen windows. A really large open space to the south allows for the older children to roam about and make as much noise as they like. Car parking mostly occurs at the end of the walkways. Privacy in the living rooms is safeguarded by means of enclosed patios with gates opening into the walkways... Of even more general interest is Hollamby's policy, backed by his council, for Lambeth as a whole. The general aim is to recreate the village atmosphere by preserving and restoring old buildings on a grand scale, while at the same time introducing environmental improvement and modern solutions to traffic problems"

Pevsner discusses Lambeth's heroic efforts to find alternatives to high-rise housing "...more successful are the slightly later low-rise neighbourhoods. The first of these is Blenheim Gardens, notable also for its total exclusion of vehicles.

Most importantly Blenheim Gardens has a very strong sense of identity. The central landscaped Mall and car free environment offers a place for residents to meet and greet. Community cohesion is strong; the crime rate within the estate is low.

There are plans for the RMO to persuade the Council to designate the estate as a conservation area. These plans remain on going in 2024.



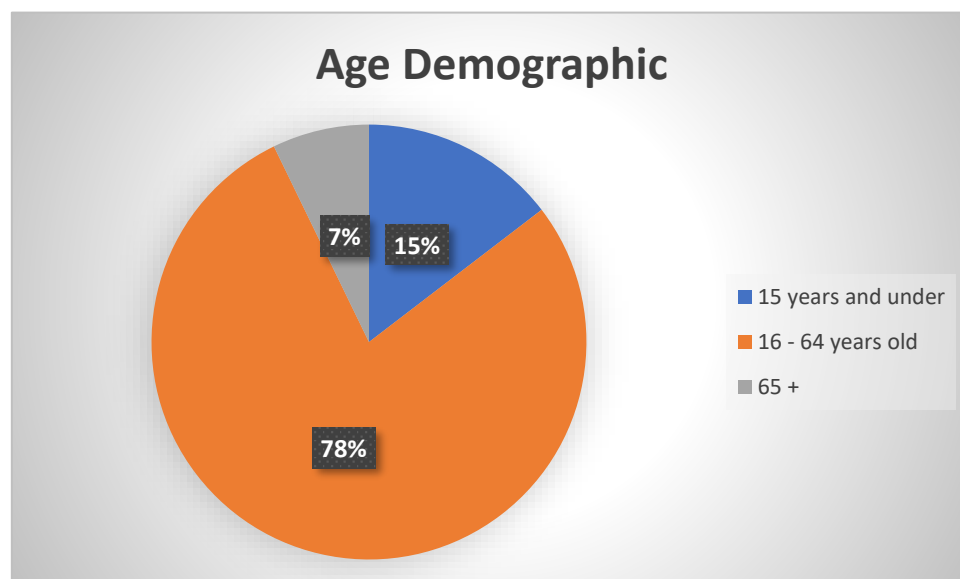
The RMO office is at 24 Prague Place, Blenheim Gardens Estate, SW2 5ED and is attached to the Community Hub, managed by the RMO, and next to 2 retail units, a Londis store and a church. The retail units are not managed by the RMO but by Lambeth Council.

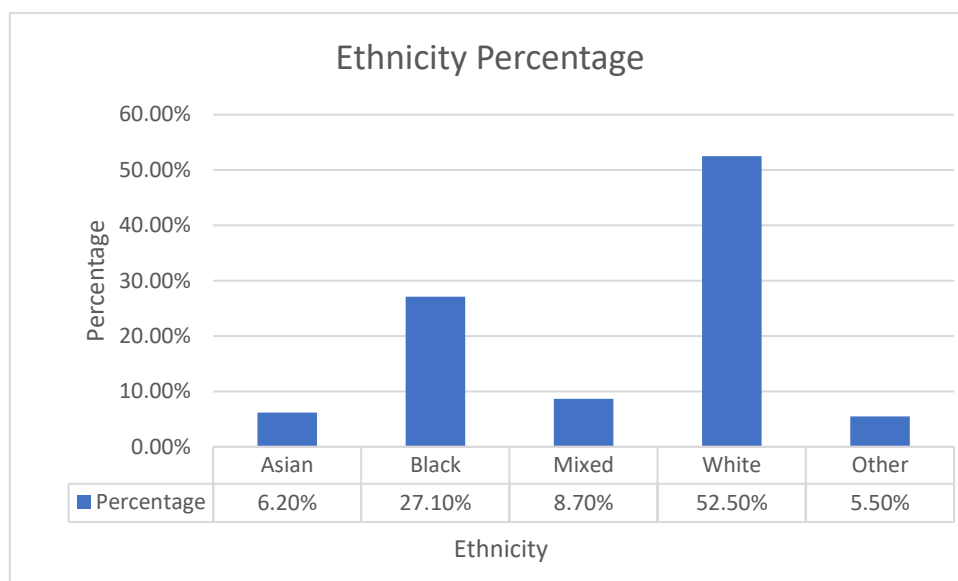


The estate has 440 homes of which 281 are tenanted, 98 are either sold leasehold or freehold with a service charge obligation. The remainder properties are sold freehold without any service obligations. The estate has several property types combining low rise flats with two storey houses.



The estate has a diverse population as data from census shows below. In the census 2021 survey Blenheim Garden is part of the Brixton Hill West area:





The largest groups of tenants on the estate are white at 52.5% and Black at 27.10%. There is a smaller population of other racial groups living on Blenheim Gardens Estate.

There is a strong community on the estate with effective links between neighbours and good community support.



Section 4 Services & Strategies

4.1 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.

Services BGRMO provide	Services LBL provide
• Rent collection and arrears management, • Repairs and maintenance including repairs to disablement adaptations, • Short cycle void management • Gas Servicing & repairs • 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 for residents who live on the estate, • 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 and blocks • Estate lighting repairs • Bulk removal • Resident involvement activities including an annual fun day, a study support group and school vacation camps and so on • Consent for non-structural works to properties • Garage door repairs / replacement • Graffiti removal	• 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 £5,000, • Refuse and recycling services, • Allocations of empty properties • Stage 2 complaints handling • Investigating anti-social behaviour from non-residents • Roof repairs and subsequent damage caused, • Planned electrical testing programs, • Planning consent • Capital works such as new kitchens and bathrooms, • Roof repairs, including subsequent damage caused, • Structural repairs

• Produce newsletter and annual report, • Elect board members	
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The services provided by us are monitored by the Board and reported to the Council. The Council reports on the performance of us compared to the targets and the Council's performance in its directly managed stock as well as other TMO managed estates.

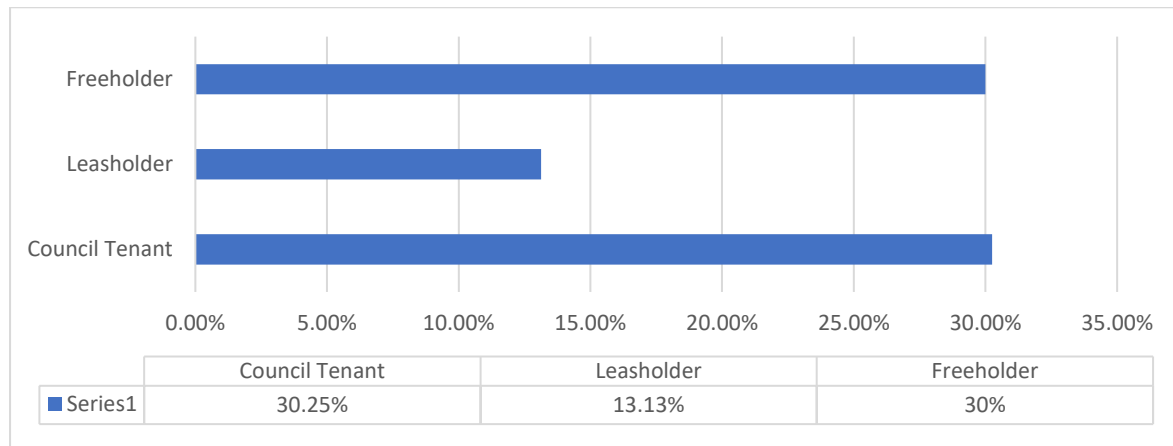
Most recent performance information demonstrates the standard of services provided by us:

Performance for end of financial year 2022/23					
KPI Description	Lambeth Results	2022/23 Target	TMO Result	TMO Target Met?	Outperformed Lambeth?
% Rent Collected in year	99.20%	99.50%	99.30%	NO	NO
% Rents and arrears collected	N/A	N/A	N/A	N/A	N/A
% Service charges collected	121.60%	105.00%	135.00%	YES	YES
Average relet Void time	45 days	30 days	15 days	YES	YES
% Gas services completed on time	78.69%	100%	100.00%	YES	YES
% Repairs completed on time	98.26%	90%	96.00%	YES	NO

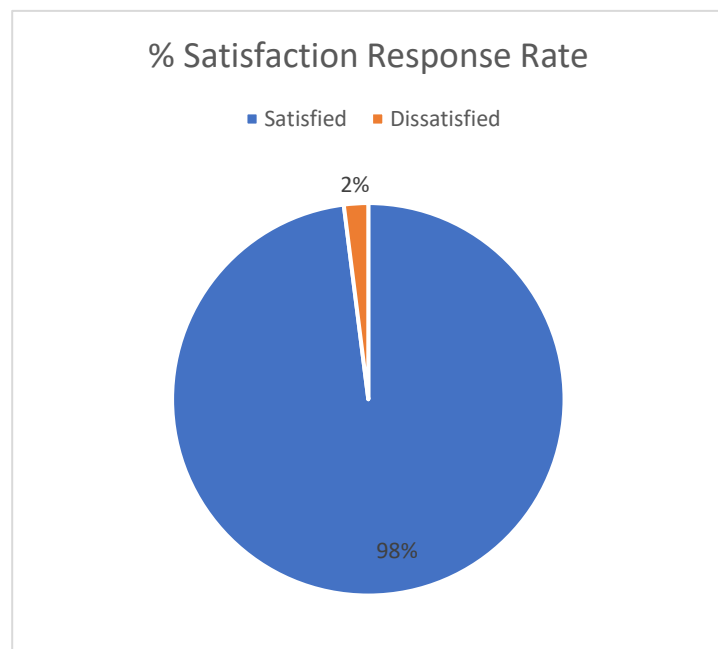
BGRMO outperformed LB Lambeth Housing Management and maintenance on five out of six Key Performance Indicators in 2022/23.

Blenheim Gardens RMO sent out its annual estate services satisfaction form to all estate residents, to gauge their opinions on a range of services we provide. The intention is to undertake this survey annually so performance can be compared between years. It was first introduced in 2022/23.

Of the 440 surveys sent out, Blenheim Gardens has received 126 responses. This is a return rate of 28.6%. In comparison to last year, we received 144 responses, a return rate of 32.7%. In 2023/24, we had 30.25% of council tenant return the survey, 13.13% of leaseholders and 30% of freeholders. The response rate for leaseholders was lower than the other areas but nearly doubled last year's return rate of 7.90%.

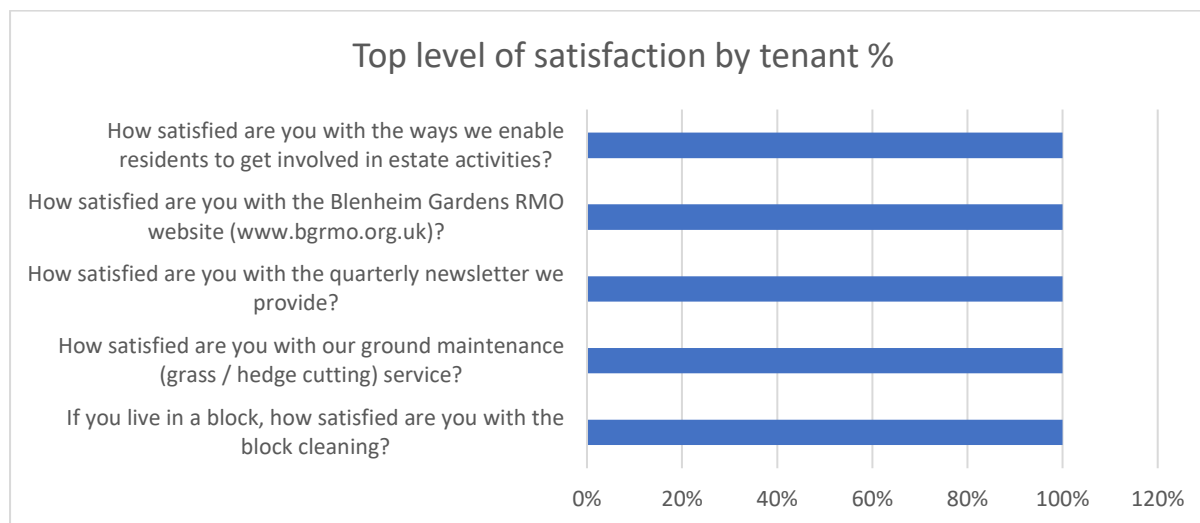


Of those who responded, the overall feedback was positive, with 98% responders answering, "Very Satisfied" or "Satisfied", with only 2% providing negative responses. Those who responded with "No Opinion" have been omitted from the data total. Some of the questions, for example, related to specific areas of the estate, for example the "block cleanliness" as this was not applicable to residents who did not live in a block. This will likely be the reason we received "no opinion" feedback and so they were removed. Last year the 'no opinion' responses were included.



In 2024, we received 100% satisfaction on several different questions, these service areas were '**block cleanliness, ground maintenance, quarterly newsletters, website, and estate activities**': with our 'overall service' reporting 99.12% satisfaction. In comparison to last year, our website received one of the lowest levels

of satisfaction, so this has improved greatly when compared to 2023 results. This is consistent with the increase on visits to the website, at around 100 per month. The overall performance is in the top quartile.



The areas we had the highest levels of “dissatisfaction” were in relation to the following questions: ***“How satisfied were you with the way we managed your complaint”***; which returned a response rate of 91.67%. Just 12 respondents reported that they had reported a complaint. The remaining 114 respondents answered “no opinion” to this question, which suggests they never logged a complaint during the year. 91% satisfaction considered a top quartile performance.

Overall, the survey results suggest that an overwhelming majority of residents reported that the services BGRMO undertake are to a “satisfactory” level or higher.

To improve the validity of our data, we will attempt to collect more responses from all resident groups (council tenants, leaseholders, and freeholders) in future. Blenheim Gardens RMO sent the survey out with the December newsletter, delivered in early December. We undertook survey call outs and sent reminded emails as well as extending the deadline to try and collect more responses. Nevertheless, the data collected does suggest that the services provided by the RMO are meeting the needs of those who responded to the survey. The next survey will be undertaken at the end of 2024 for reporting in 2025.

4.2 Our Successes

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. The performance is compared to the performance of the Council and other TMOs in Lambeth through quarterly Key Performance Indicators (KPIs).

We Have:

- Continued to manage the estate well,
- Made the estate better;
 - Gardens
 - Flowers
 - Trees
- Stopped a Housing Association building on a school site near Prague Place
- Received very positive support from residents in our Renewal Ballot in 2020
- Developed close contacts with local partners including Friends of the Windmill Gardens, Roupell Park RMO and CEFL
- Developed partnership 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 5th time,
- Maintained the NFTMO Guide TMO status,
- Received a NFTMO Good Governance award for the 4th time,
- Kept the issue of the major works on the Council's agenda,
- Used our reserves to benefit the community and to improve the estate,
- Coped with changes in staffing and developed a staff succession plan,
- Taken on more responsibility from the Council,
- Reviewed our long-term options for the estate,
- Been proactive in reducing Anti-Social Behaviour (ASB) and crime,
- Recruited skilled new Board Members,
- Generated competition for places on the Board,



Our progress on 2018-23 Business Plan targets:

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. The progress against 2018-23 Business Plan targets was last reviewed by the Board in 2023. It showed completed and outstanding matters in advance of the final year within the plan. There is more detail of the progress against Action Plan in Section 9.

4.3 Consultation

This Business Plan has been developed with input from RMO Board and RMO employees. Sections of the Draft Business Plan have been commented on by two Focus Groups of residents who are not involved in the formal structure of the RMO. The Draft Business Plan was discussed at the RMOs General Meeting in April 2018. A copy was forwarded to the Council for comments on 29 May 2018. The Council read the draft Business Plan and made no further comment. This Business Plan was approved by the Board on 6th June 2018. Following an agreement with the council to extend our allowance agreement for a further 2 years from 2024, the board decided to extend their business plans and review again in 2026.

4.4 Human Resources

The skills, knowledge and experience of the organisation are held in the board members and RMO employees. The Board meet monthly to agree and update policy and strategy and to monitor the performance of the RMO. The staff provide the day-to-day services of the organisation to tenants, leaseholders, and freeholders, in line with the policies agreed by the Board. The RMO has been awarded Investors in People accreditation which assesses the RMO human resources practices. The RMO contracts in Human Resources advice from an organisation experienced in working with TMOs.

Board Members

Blenheim Gardens RMO has space for up to 12 members of the Board. One third of Board members who have been on the Board for the longest time stand down at each Annual General Meeting elections are held for the vacant seats at the Annual General Meeting. Members who stand down are eligible for re-election. The Board has a mixture of very experienced members and newer members and is constantly looking to encourage and mentor new Board members. Election to the Board has been contested at the three AGMs preceding this Business Plan.

The Board has one sub-committee, the Finance Sub-Committee (FSC). The role of the Finance sub-committee is to scrutinise the RMO's finances. Members are elected annually from the Board and the finance subcommittee meets each month. Membership to the finance subcommittee is open to all residents.

Board Members 2024/25

Executive Members:

Martin Cherry – Chair

Gina Filose – Vice Chair

Maralyn Maiouche – Treasurer

Deborah Crorken - Secretary

Suzannah D'abo

Maureen Champion

**Michelle Greenfield
Sally Hill
Geresom Ngole Obinna
Yvonne Aforkpan
Erin Gill
Eddie Otoyoy**

Co-optees:

**Colleen Scott
Chinedum Obi**



Some of the RMO Board members (2024)





Staffing Resources

The table below shows the full and part time role of staff members.

Position	Staff Member	Full or Part Time
Estate Director	Danny Howcroft	Full Time
Estate Services Team Leader	David Ellis	Full Time
Estate Officer	Sarah Uwajeh	Full Time
Office Administrator	Andrew Callam	Full Time
Estate Direct Labour Operative	Brian La Roche	Full Time
Gas, Heating and Plumbing Apprentice	Ben Smith	Full Time
Estate Caretaker Supervisor	Dean Marshall	Full Time
Estate Caretaker	Carlos Morris	Full Time
Senior Property Management Apprentice	Janine Murray-Charles	Full Time
Property Management Apprentice	Lauren Howe	Full Time
Carpentry Apprentice	Harry Tudball	Full Time

Danny Howcroft Estate Director

Danny has worked for us for 22 years. Danny has experience of working in the private sector as well as working in construction, with lawyers and accountants, dealing with human resources issues and Information Technology. Since graduating from university, he has gained over 25 years of senior management experience with over 20 years working in Housing Management at Director level. Danny has a proven track record of improving housing services and he is responsible for all service delivery on behalf of the board, for managing our relationship with the Council and business development.

David Ellis Estate Services Team Leader

David has worked for us for 16 years. He has experience of working with children and providing services to residents. David has progressed through the RMO, starting as a volunteer. David is the deputy in the absence of the Estate Director. David's fundamental role is to administrate the repairs and cleaning service.

Sarah Uwajeh Estate Officer

Sarah has worked for us for 18 years. She has worked for a Council and has experience of providing services to residents. Sarah has 18 years' experience of housing management. Sarah role is focused on revenue collection, tenancy management and enforcement. Sarah is also the RMO Information Technology superuser.

Andrew Callam Officer Administrator

Andrew has over 9 years' experience working with us. He has experience of IT and public relations and was one of our former apprentices. Andrew's role is to ensure

the smooth operation of the RMO. He is the first point of contact for residents. Andrew facilitates the RMOs youth forum and is a mentor for apprentices and work placements.

Brian La Roche Direct Labour Operative (DLO)

Brian has worked for us for 24 years. He has experience of working for a Council and in construction. Brian is a qualified plumber by trade but is regarded as a highly skilled multi trader.

Dean Marshall Caretaker supervisor

Dean joined us in 2019. Dean previously worked for Pinnacles. Dean is responsible for Glanville Road and Blenheim Gardens area of the estate as well as overseeing contractors whilst working on the estate. Dean also undertakes plastering works on behalf of the RMO.

Carlos Morris Caretaker

Carlos joined us in 2019. Carlos previously worked for Pinnacles. Carlos is responsible for Prague Place and Ramilles Close area of the estate.

Our apprenticeship scheme:

The RMO has been operating an apprentice scheme for over 10 years. The scheme has largely been a success, with many apprentices achieving a distinction at the end of their apprenticeship. The apprenticeship scheme is part funded from the Council and forms part of the RMOs allowances. Each apprentice is employed via a broker.

During 2023 our apprentices are Janine, level 4 who is studying Senior Property Management. Ben is studying Gas, Heating and Plumbing at level 3, Harry, who is undertaking an apprenticeship in Carpentry at level 2 and Lauren who is studying Property Management at level 3.

4.5 Information Technology & e-Government

Since our last Business Plan, we have updated our own website that provides clear, accessible information to the residents of Blenheim Gardens. Tenants can make rent payments, a repair and give feedback on our services online. We publish policies and strategies, minutes of meetings and newsletters on the website at www.bgrmo.org.uk.

The RMO uses IT systems provided by Lambeth Council with regular local backup of data. Sharing data with Lambeth Council makes efficient co-ordination and information exchange straightforward and gives us access to a wide variety of software tools and hardware capacity, it would find difficult to provide in standalone systems.

The RMO also uses Facebook (Blenheim Gardens RMO) and Twitter (Danny@Bgrmo1) to further communicate information, latest news, events, and activities to residents.

4.6 Membership & Involvement

All residents over 18 years old can become members of the RMO and participate in the work of RMO: There are 169 RMO shareholders, with 159 households on the estate including RMO members at the end of 2023.

We have developed a Resident Involvement Policy that provides a variety of different ways to inform residents, including through newsletters, our website and information at General Meetings, notice boards and through informal routes such as coffee mornings.

Residents are consulted through surveys on issues such as use of surplus, and through Focus Groups on performance and priorities throughout the business plan period.

Residents can participate in monitoring standards and are encouraged to do so.

Residents make decisions on the policy of the RMO at General Meetings on issues such as parking control on the estate, and the how to respond to poor standards of works either developed by the RMO and the Council

Residents' estate wide recognises the wide variety of methods to communicate with us and particularly value the locally based, accessible estate office with staff who welcome residents and are polite and attentive to their needs.

4.7 Major works

Lambeth Council has a 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 many defects have come to light that will require a lot of work to rectify in the future.

Lambeth Council have provided an indicative year of 2024/25 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, door entry systems to blocks 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.

4.7 Risk Management

Risk Management is a function carried out by the RMO Board. The risks identified below were identified, prioritised, and quantified by the Board as part of developing this Business Plan. These risks are reviewed and updated by the Board every year.

We are currently negotiating with Lambeth Council on the pension pot for staff who work for us, and some members of the team are members of the LB Lambeth Staff Pension Scheme. We have allocated reserves to cover the pension liability and will have a clearer idea on the size and likelihood of any risk when the negotiations are completed.

Risk	Before Mitigation				After Mitigation		
	Income	Likelihood	Income x Likelihood		Income	Likelihood	Income x Likelihood
Not enough members or reduced skills on the Board	5	4	20		3.0	2.5	7.5
Changes to the local area with major new developments nearby	4.3	4.3	18.8		3.0	3.0	9.0
Income not sufficient to provide the services we know residents want and need	5.0	3.5	17.5		3.5	1.8	6.1
Reduced care services for older people and after school activities for children.	3.5	4.5	15.8		2.5	1.8	4.4
Change in key staff at Council – less supportive or responsive to TMOs	4.0	3.5	14.0		3.5	2.5	8.8
Change in Councillors – less supportive of TMOs	3.5	3.5	12.3		2.5	3.5	8.8
Welfare Reform and insecure employment pushes more residents into poverty	3.7	3.3	12.2		3.0	3.5	10.5

Section 5 Self Assessments

The RMO board and employees carried out analysis into the current and future working environment of the RMO. The analysis below gives an outline of the working environment for us and has informed the risk management matrix used by the Board.

5.1 Strengths Weaknesses Opportunities and Threats (SWOT) Analysis

Strengths	Weaknesses
Reputation Finances (Reserves) People & Team (Board and Staff) Commitment Communication (with residents) Focus Sense of community Team work Good reliable staff Good management Consistency 95% repairs completed on time Good attendance at General Meeting Celebrate successes	Relationship with local authority Slow response from local authority Neighbourhood Issues Succession Not have full control of our finance Local council not supportive enough
Opportunities	Threats
Expand Partnerships More Responsibility (functions) Sell experience/expertise, Join up with other TMOs Building relationship Set examples to other TMOs, Wider participation in improvements from residents	Legislation Welfare Issues and Income Costs of Local Services Planning Decisions Locally Meteor Strikes Charges Service Cuts Cuts to allowances Possible prison development affect estate Change to government policy, Inflation and costs Reduced Allowances

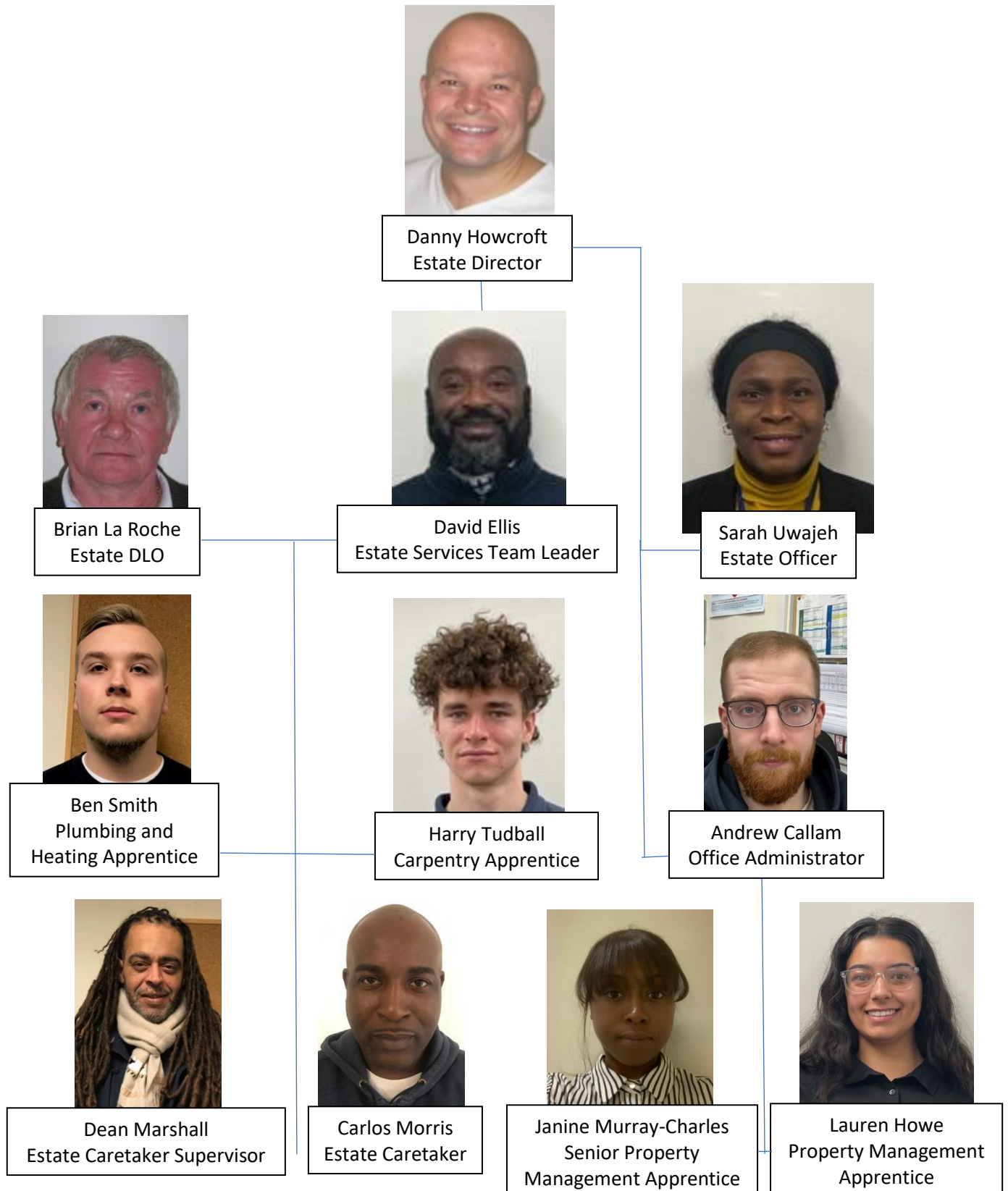
5.2 Political Economic Social and Technological (PEST) Analysis

Political	Economic
Elections Local Elections Government Policy Development Brexit Change of party in government Uncertainty	More local authority cuts Council Tax increase Rent rises. Welfare Reform Brexit Impact Increasing costs Reduction in skilled people Price rises Shortages
Social	Technical
Generation Rent Gig Economy Uncertainty Reduced income to families Educational facilities Care and after school Increase in childcare costs	CCTV Automation of work Solar Power High level of breakdown due to lack of spending



Section 6 Organisational Structure

BGRMO has 11 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. The finance role of the RMO is filled by an external consultant, Phil Morris.



Section 7 Action Plan –

Issue	Strategy	Activity	Target completion	Responsibility
Governance	Consider how SWOT has changed.	Update Risk Management matrix	Biannually March	Board
	Renew NFTMO Kitemark	Undertake reassessment	December 2023	Board
	Renew IIP	Undertake reassessment	January 2024	Estate Director/ Board
	Update Board skills and induct new Board Members	Develop Board Training Plan	Annually in January	Board
	Develop Membership Plan	Increase membership levels, amount of engagement and diversity of membership	on going	Nominated Board Member
	Decarbonising the estate	The board have procured repowering London to undertake a feasibility study on de-carbonising the estate and improving energy efficiency	March 2024	Board / Estate Director
	Conservation area delegation	Provide business case for the estate to be a delegated conservation area and campaign for it's implementation	June 2025	Council / Board/ Estate Director
	Planning sub-group	Implement at planning sub group to consider planning applications and RMO approach to them.	Feb 2024	Board/ Estate Director
Service Delivery	Improve the services delivered to residents	Review KPI compared to LBL and other TMOs, Review BGRMO resident satisfaction info. Review issues raised by BGRMO residents. Set policy review timetable	Monthly Monthly Quarterly On going	Board Board Board
	Take responsibility for more services from LBL	Review opportunities locally to extend services provided. Review trends nationally among TMOs	Biannually February and September Annually in July	Board Board

	Develop VFM Strategy	Consolidate existing practice include VFM within all service and policy reviews	On going	Board
	Negotiate allowances		2023-2024	Estate Director
Corporate	Secure Continuation Ballot	Plan Strategy to inform and campaign	July 2025	Board
	Review IT provision		On going	Estate Director
	Develop new business opportunities	Review capacity and demand	Biannually	Board
	De-carbonising policy / strategy	Develop and implement a corporate strategy and policy to de-carbonising the estate and improve energy efficiency	2025	Board/ Estate Director
	Conservation policy	Develop a policy on the conservation area for the estate	2025	Board/ Estate Director
Community	Review options for communication with residents	Agenda at Annual Focus Group	Annually	Board
	Develop community leadership role	Publicise BGRMO role and resources	Ongoing	Board
	Develop more collaborative working with other TMOs	Publicise BGRMO success. Engagement with NFTMO	On going	Estate Director Board
	LTN	Facilitate meetings with Cllrs and residents over LTN proposals	Feb 2024	Estate Director, Board, Residents

8 Financial Plan –

BLLENHEIM GARDENS
R M O
Draft Financial
Business Plan 2020/21
to 2023-24

	2021-22	2022-23	2023-24	2023-24
	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>	<u>Forecast</u>
Income				<u>Budget</u>
Management and Maintenance Allowance	731,104	774,172	821,054	835,800
Recharges to council	25,821	0	0	0
Garage income	74,872	72,966	72,000	72,000
Other Income	22,262	51,899	34,700	20,000
Bank Interest net of tax	638	8,492	51,122	53,000
Community Hub	0	600	1,000	1,000
	862,629	908,129	979,876	981,800

Direct Expenditure

Repairs and Maintenance	40,130	31,418	15,000	15,000
OAP Redecoration Allowance	2,900	8,750	5,000	5,000
Void Property	9,649	9,806	14,000	15,000
R&M Electrics	10,289	11,627	14,000	15,000
Repairs and Main. Materials	26,516	33,671	36,000	38,000
Legal Fees	6,414	11,441	15,000	15,000
Garage Repairs	1,098	1,370	2,000	10,000
Communal Lightining - Repairs	879	3,997	2,500	3,000
Communal Lightining - Electricity Bills	14,177	22,240	36,500	35,000
R & Maintenance - Fences	0	465	4,000	4,000
Block Maintenance	5,336	5,216	24,000	24,000
Estate Cleaning Contractors	13,444	13,444	23,000	24,000
Pest Control and Disinfestation	6,142	4,196	10,000	10,000
Parking Management	1,000	500	1,000	1,000
Estate Cleaning - Caretakers'	6,163	6,149	8,000	8,000

Annual Gas Servicing and Repairs	41,484	39,803	50,000	52,000
New Boilers	95,939	36,660	50,000	50,000
Committee & Communication	33,292	49,222	68,500	56,000
Grounds Maintenance - Estate Gardening	17,043	12,173	24,000	24,000
CCTV	<u>342</u>	4,406	16,500	17,000
	332,237	351,621	419,000	421,000

Direct Staff Costs

Housing Management	73,047	75,377	80,292	82,701
Estate Services lead leader	40,016	42,720	45,094	46,447
Tenancy Management	41,415	27,113	27,419	28,242
Office apprentice	19,436	39,225	40,802	46,922
Finance	20,420	20,630	22,000	23,000
Office administrator	27,962	30,838	34,159	35,184
Caretaking and cleaning	63,952	62,415	62,400	64,272
DLO including apprentices	59,709	86,843	99,075	102,047
Office cleaner	4,206	4,206	4,400	4,400
Temps (holidays, sickness, overtime)	2,160	5,540	8,000	8,000
Fun day costs / super user	<u>1,632</u>	1,632	2,880	2,000
	353,955	396,539	426,520	443,214

Overheads Community Hub

	1,062	1,412	2,000	2,100
Rent and Rates	441	461	570	600
Insurance	10,018	11,119	10,500	11,000
Office Heat and Light	1,359	1,681	3,000	3,000
Travel and Subsistence	87	116	200	200
Printing and Postages	5,431	6,218	8,000	8,000
Telephone	2,881	2,808	3,000	3,200
Photocopier, Lease Rentals	2,394	2,746	4,000	4,000
Audit and Accountancy	7,057	10,000	10,000	10,000

Additional Admin, Consultancy and fees	5,836			
		7,362	12,000	13,000
Improving estate security/major works	51,231	12,863	36,499	40,000
Office Equipment - Maintenance	5,436	2050	4,500	4,500
Office Cleaning & Maintenance	92	0	1,500	1,500
Bank Interest and Charges	877	1,045	1,000	1,200
Subscriptions	35	130	500	500
Training	1,319	1,335	3,500	3,500
Other Expenses	5,107	4,283	5,000	5,000
Ext Paintings	5,460	4,640	25,500	10,000
Contingency	0	0	10,000	10,000
	106,173	72,292	141,269	131,300
Total Spend For the Year	792,365	775,386	986,789	995,514
Total Income for the Year	862,629	908,129	979,876	981,800
Annual Surplus/Deficit	70,264	132,743	(6,913)	(13,714)
Cumulative Surplus 2019-23	70,264	202,007	131,094	117,380
Opening Reserves	1,341,133	1,527,397	2,212,140	2,205,227
Pension adjustments	116,000	552,000		
Reserves Carried Forward	1,527,397	2,212,140	2,205,227	2,191,513

BGRMO Performance Compared to LBL end of 2023.

We are monitored on x KPIs and benchmarked against the performance of LBL for the housing stock it manages directly. We are regularly one of the best performing TMOs in Lambeth and consistently outperformed the Council.

March 2023																	
1. Rent Collected In Year																	
TMO	Target	Direction of Travel	Rank		Mar-22	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar-23
			Position	Out of													
Blenheim Gardens		↓	4	9	97.3%	104.50%	99.20%	100.30%	100.10%	99.90%	98.30%	100.00%	99.30%	99.70%	99.20%	99.50%	99.30%
Lambeth Housing Management	99.5%	TMOs outperforming LHM			101.60%	101.60%	99.90%	98.80%	99.20%	97.60%	97.30%	98.60%	98.60%	98.20%	99.10	99.00%	99.20%
2. Percentage of Service Charges Collected																	
TMO	Target	Direction of travel	Rank		Mar-22	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
			Position	Out of													
Blenheim Gardens		↓	3	9	110%	189%	189.00%	166.0%	155.0%	152.0%	144.00%	144.00%	138.00%	139.00%	136.00%	131.00%	135.00%
Lambeth Housing Management	105.0%	TMOs outperforming LHM		8	117.09%	170.29%	157.87%	153.03%	126.80%	123.46%	120.48%	120.79%	116.82%	114.91%	117.31%	115.26%	121.60%
3. Percentage of repairs completed within the target time																	
TMO	Target	Direction of travel	Rank		Mar-22	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
			Position	Out of													
Blenheim Gardens		➡	1	10	97.4%	100.0%	99.0%	100.00%	100.00%	98.78%	100%	99%	100%	94%	99.00%	97.00%	96.00%
Lambeth Housing Management	90.0%	TMOs outperforming LHM			77.42%	77.92%	80.20%	79.63%	79.30%	78.20%	77.06%	78.93%	77.93%	78.16%	77.04%	55%	98.26%
4. Percentage of Gas servicing completed within 12 months of the previous service																	
TMO	Target	Direction of travel	Rank		Mar-22	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
			Position	Out of													
Blenheim Gardens		➡	1	9	100.0%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100%	100%	100.00%	100.00%	100.00%
Lambeth Housing Management	100.0%	TMOs outperforming LHM			92.50%	91.32%	93.79%	93.20%	94.77%	94.65%	96.27%	98.05%	98.25%	98.00%	98.84%	98.65%	78.69%

4. Percentage of Gas servicing completed within 12 months of the previous service																	
TMO	Target	Direction of travel	Rank		Mar-22	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
			Position	Out of													
Blenheim Gardens		➡	1	9	100.0%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100%	100%	100.00%	100.00%	100.00%
Lambeth Housing Management	100.0%	TMOs outperforming LHM			92.50%	91.32%	93.79%	93.20%	94.77%	94.65%	96.27%	98.05%	98.25%	98.00%	98.84%	98.65%	78.69%

5. Short Cycle Void Turnaround Time (in year i.e. void after April 2022 and let before 31 March 2023)																	
TMO	Target	Direction of travel	Rank		Mar-22	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
			Position	Out of													
Blenheim Gardens		⬆	1	6	15.0	No lets	No lets	7.0	14.0	14.0	18.0	18.0	15.0	15.0	5	15.0	15.0
Lambeth Housing Management <i>(see the notes below on the data used)</i>	30 days	TMOs outperforming LHM		3	67.5	No lets	57	8	31	39	66	70	69	90	56	33	45

7. Repairs satisfaction																
TMO			Target	Rank		Apr to June 22 (Qtr. 1)			Jul to Sept 22 (Qtr. 2)			Oct to Dec 22 (Qtr. 3)			Jan to Mar 23 (Qtr. 4)	
				Position	Out of											
Blenheim Gardens				N/A	N/A	100% (62)			100% (114)			100% (109)			97.3% (146)	

8 Committee meetings (quarterly) - Percentage of Committee meetings that are quorate																
TMO			Target	Rank		Apr to June 22 (Qtr. 1)			Jul to Sept 22 (Qtr. 2)			Oct to Dec 22 (Qtr. 3)			Jan to Mar 23 (Qtr. 4)	
				Position	Out of											
Blenheim Gardens				N/A	N/A	100% (3 meetings)			100% (3 meetings)			100% (2 meetings)			100% (3 meetings)	

9. Percentage of Tenancy Checks completed (quarterly) (ytd.)																
TMO			%	Rank		Apr to June 22 (Qtr. 1)			Jul to Sept 22 (Qtr. 2)			Oct to Dec 22 (Qtr. 3)			Jan to Mar 23 (Qtr. 4)	
				Position	Out of											
Blenheim Gardens				N/A	N/A	ytd. - target 2.5%			ytd. - target 5.0%			ytd. - target 7.5%			ytd. - target 10.0%	
						10.17% (29)			12.26% (40)			25.59% (75)			28.2%(80)	

10. Complaints & Member Enquiries (quarterly)																
TMO	Target	Rank		Complaints (Local resolution)					Target	Rank		Member Enquires				
		Position	Out of	Q1	Q2	Q3	Q4			Positio	Out of	Q1	Q2	Q3	Q4	
Blenheim Gardens				100% (5)	None	None	100% (1)					None	None	100% (3)	None	

Glossary

(AGM) Annual General Meeting is held each year to present the RMO's annual report, accounts and elect our new Management Board for the next year.

(GM) General Meetings are public meetings to discuss actions of the RMO and future events. General meetings are hosted each quarter.

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.

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

Regulator of Social Housing - 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 is the national representative organisation for all RMOs in England

Registered Provider - A landlord of social housing that is registered with the Regulator of Social Housing.

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. A 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.

Value for Money (VfM) means a service which has an appropriate balance between cost, quality and satisfaction.



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