

Business Plan

2014-17

Contents page

Section	Page
1 Foreword.....	2
2 Context.....	3
3 Our vision, mission and strategic priorities.....	5
4 Delivering the strategic priorities.....	6
5 Overview of the business plan framework.....	8

1. Foreword

The Board has been working with officers in the development of this new business plan, which sets out the way forward for the TMO over the next three years. The work began in September 2013, when Board members and officers agreed to start the process of collaboration on the setting of the mission, vision and strategic priorities to ensure that these were well understood and shared by all.

Much of the work was facilitated by Campbell Tickell, who guided the thinking through various workshops held over the spring and early summer. The workshops identified key tenets of business planning which have run through all the planning activities.

It was identified that a good business plan should:

- follow a golden thread, from vision to objectives
- be a living document for team and individuals
- be a framework for performance management
- be concise and accessible and use consistent language
- link to strategy and political hierarchy
- be measurable, realistic and achievable within resources and timescales
- take account of risk.

The Board also identified some of the themes that it considered to be important in shaping the business plan and these were:

- population growth and democratic change
- energy costs and efficiencies
- welfare reform
- working with the Council to deliver more affordable homes.

These themes have been picked up throughout the development of the plan.

In order to deliver the new plan we need it to be embedded in the organisation and to be well understood by all staff.

To ensure this, the Chief Executive presented the draft plan at a series of all staff briefing sessions. It also formed the theme for this year's staff conference. The plan will be delivered through departmental service plans and individual staff objectives.

The plan is comprehensive but also concise, as the detail on past performance is contained within linked documents and the detail of the work to deliver the priorities will be contained in strategies which sit alongside the plan.

2. Context

The TMO

The Kensington and Chelsea Tenant Management Organisation (KCTMO) is a not for profit private company owned by its members who are residents of the Royal Borough of Kensington & Chelsea's (RBKC) housing stock. The company was set up in 1996, when residents enacted their right to manage under the legislation. We are a membership organisation and currently have over 5,000 members who are eligible to vote in elections and our AGM. We have a resident-led Board with 15 members, eight elected resident members, four Council appointees and three independents.

The company manages 9,459 properties on behalf of RBKC, of which 73.08% are tenanted and 26.92% are leasehold dwellings. In 2002 the TMO was granted ALMO powers and became responsible for the delivery of capital works. The range of services for which the TMO is responsible is set out in the modular management agreement (MBA) between RBKC and the TMO.

Repairs Direct

In 2013 the TMO set up Repairs Direct, a wholly owned subsidiary company which carries out responsive repairs for tenants. The company has its own governance structure and business plan which is signed off and monitored by the TMO Board.

Performance

Under the MMA the Council monitors performance of all our activities and carried out reviews of services at one and five year intervals. The results of these are taken to the Housing and Property Scrutiny Committee. In 2012/13 the Council carried out its five year review, which rated the TMO as good with excellent prospects.

The Council's [review](#) for 2013-4 concluded that the year had been "a challenging and rewarding year for the TMO. Performance against key indicators and audits has achieved good results and it has delivered in terms of setting up Repairs Direct, increasing resident engagement and resident satisfaction, reducing rent arrears to the lowest level as well as delivering new homes, improving the management of commercial opportunities and parking and spending the capital programme to maintain and improve stock."

Since 2009-10 there has been a requirement to produce an annual report to tenants, set out in the regulatory National Standards for Social Housing.

A report on our financial performance, as presented at the AGM, can be seen [here](#).

Partnership with the Council

The TMO works in close partnership with the Council to achieve shared priorities and to assist in delivering their vision of housing for the borough. The RBKC Housing Strategy 2013-17 sets out a plan for improving both the accommodation and the lives of people who live in the borough; the TMO is seen as a key partner in developing effective asset management, development and regeneration, supporting vulnerable residents and enabling people in social housing to access employment and training opportunities.

3. Our vision, mission and strategic priorities

Vision

Our community - a great place to live

This vision is an aspirational target and looks 10 years ahead. It recognises that the majority of the Board and the residents live in the borough and are a part of the community we serve.

Mission

Delivering excellent services through resident-led management

The mission is a realistic target and looks some five years ahead. The mission reflects the fact that the TMO already deliver more than housing services (such as resident training, employment, welfare reform support, commercial property, Community Alarm Service and so forth) and there is an aspiration to do more. It acknowledges that resident engagement is key and that the organisation is led by its Board.

The mission includes the term excellent and what we mean by this will be set out in the strategies together with how we intend to measure and evaluate this.

Strategic priorities

Our mission is underpinned by five strategic priorities which need to be achieved to deliver the mission:

- customers at the heart
- fantastic people work here
- invest to make great homes and communities
- deliver excellent good value services
- grow our scale and scope.

The business plan sets out how we will deliver these priorities through our priority business plan.

4. Delivering the strategic priorities

The delivery of the priorities will be by two plans:

1. Priority business plan

This is the key area of focus for the Board and the Executive Team. It sets out the high level cross cutting projects to deliver the priorities together with more detailed objectives and milestones to be met over the life of the plan. Some of these are already in progress such as developing a customer relationship management (CRM) system and the investment strategy.

The plan also identifies the five strategies to be developed to ensure that the mission is delivered. These are:

A) Customer strategy

This strategy will set out our vision of what we mean by customer excellence and customer access to our services. It will also include how we prepare for the continuing challenges of welfare reform and our aging population. Development of the customer relationship management system is critical to this strategy, as it will enable us to respond to residents' queries at the first point of contact and improve the range of information we are able to provide. The strategy will also include our plans for digital inclusion to ensure that as many of our residents who wish to are able to access services on line.

B) People strategy

In order to deliver excellent service to our residents we recognise that we need fantastic people who can do this. The people strategy will focus on all aspects of staff including customer focus training, staff development and will set out our values as a company. Currently the TMO has achieved the Customer Excellence Award and 'one to watch' status in the Best Companies survey and we aspire to becoming a three star company.

C) Investment strategy

We have already begun work on our investment strategy in tandem with the Council and further work is needed to include plans to improve energy efficiency across the stock. As part of this strategy we will be consulting residents about the investment standard and also developing a new procurement framework. We will also be working with the Council on any regeneration opportunities, as well as continuing to deliver the Hidden Homes programme. Another key aspect is the investment in our communities and we will be developing clear plans to ensure that we can maximise investment in community initiatives.

D) Value for money strategy

The strategy will build on the work that the TMO has carried out over the last few years in ensuring that we understand our costs and benchmark them against other housing management providers. It will set out our approach to value for money which is not just about cutting costs but getting more from money, people, efforts and assets.

E) Growth strategy

The strategy will look at the how we can grow the scale and scope of the work currently undertaken by the TMO and our subsidiary Repairs Direct. It will set out the criteria for considering growth opportunities to ensure that we continue to add value to our current and future residents. We will look at the potential for delivering repair services to leaseholders, managing new tenures for RBKC and ensuring that we are a partner in regeneration activities.

We have developed a framework for these strategies to ensure that there is a common language and consistency across the work and to ensure that we provide a robust framework for evaluation review and learning.

2. Business as usual plan

The business as usual plan contains all the elements of the day-to-day routine business of the organisation, together with lower level projects which require a lower level of resources and tend to be owned departmentally. This plan will look at the operational delivery of the strategic priorities and will be updated on a regular basis to reflect the development of the strategies.

3. Monitoring

The priority business plan will be monitored by the Board on a quarterly basis and the business as usual plan highlights will be taken to the Operations Committee. This plan will be reviewed and updated on a regular basis to ensure that it remains a live and relevant document.

The Board will also be responsible for ensuring the development of the strategies to support the plan and monitoring their delivery.

Risk assessments and plans will be developed to support the documents and the risk map for the priority business plan will be taken to Finance and Audit Committee.

5. Overview of the business plan framework

Vision

Our community – a great place to live

Mission

Delivering excellent services through resident-led management

Strategic priorities and strategies

Customers, people, invest, value and growth

Objectives

Set out in priority business plan and business as usual plan