

ROTHER FED

**ROTHERHAM FEDERATION OF TENANTS &
RESIDENTS**



*Rotherham **Federation**
of **Tenants & Residents***

Business Plan 2009-2011

Saturday, 11 April 2009

Contents

1. Introduction

- a. Values p3
- b. Vision, Mission and Aims p3
- c. Business Plan Outline p4
- d. What We Have Achieved? P4

2. Objectives

- a. Developing Quality TARAs p6
- b. Tenant and Resident Training p13
- c. Strategic Interventions p18
- d. Creating Sustainability p23

3. Communities of Interest

4. Project Delivery

- a. Staffing p27
- b. Outputs p28
- c. Workplan p30
- d. Financial Management p31
- e. Funding p32
- f. Costs p33
- g Grants p34
- h.Tenants and Residents Resource Centre p35
- i. Options p35
- j. Risk Assessment p36
- k. Forward Strategy p36

4. Linkages

p37

Appendices

- Appendix 1: About Rother Fed and RMBC Application p39
- Appendix 2: Job Descriptions p40
- Appendix 3: A New Home for Rother Fed? P45

1. Introduction

a. Values

These are the values that underpin our work.

We are for:

- **Independence**

We are an independent federation representing all TARAs in Rotherham. We are there to support all tenants whether they live in council owned property, have social or independent landlords

- **Social housing**

We value the important role of social housing within Rotherham and will campaign for its support and development

- **Openness**

All our meetings are open and our business is always transparent and honest.

- **Including everyone**

We are for including everyone in everything we do and fighting discrimination in all our activities.

- **Increasing tenant and resident empowerment**

We are for widening tenant involvement and control in the social and civic fabric of Rotherham

b. Vision, Mission and Aims

The vision of Rother Fed is the creation of an active and empowered tenants and residents movement in Rotherham.

The mission of Rother Fed is *“to unite and represent tenants and residents in decisions about their homes and communities”*.

Our aims are to:

1. **Unite** Tenant and Resident Associations and Area Housing Panels in Rotherham
2. **Represent** the views of associations and panels and lobby on their behalf
3. **Provide** advice, information and training
4. **Support** the development of new and existing associations and encourage partnership working with agencies and the council
5. **Empower** tenants and residents groups with the skills and knowledge to get involved and make a difference
6. **Contribute** to the development of public sector services and practices

c. Business Plan Outline

This is both a capacity building and business development plan employing a team of 3 staff employed for two years to create a strong and accountable federation of tenants and residents in Rotherham which can effectively train and support tenants and residents groups (TARAs) within the Borough and their engagement with partners. Building on the work developed during 2008, this business plan will both build the capacity of the Federation and its member groups, create improved “tenants satisfaction with participation” (BV75). Rother Fed will also establish a new and improved resource centre for tenants and residents which will be the basis for other key projects and pieces of work developed by the company. This resource centre will be based at Springwell Gardens Community Centre in Rotherham East Ward. Delivery of this Business Plan is dependent on funding from Rotherham Borough Council (RMBC). The grant requested is £148,127 for Year One (April 2009-March 2010).

d. What We Have Achieved

The establishment and development of Rother Fed has been driven by tenants and residents. Rotherham Federation of Tenants and Residents Ltd was formed as a limited company in August 2006. (no.5913521) and consists entirely of community members as Directors. A Business Support Grant for 2006-7 enabled the Federation to appoint their first employee, a Development Manager at the end of 2006. RMBC has supported the first two years of growth and development providing a grant of £133,696 for April 2007-March 2008 and £136,710 for April 2008-March 2009. Two new staff were employed in April 2007 and the company established its first base in the Dennis Alderson Suite with glass screens providing separate areas for meetings, a tenants resource centre and office space. The tenant’s resource centre has remained open for tenants and residents every weekday 9.30am-4.30pm during our first two years. It has remained open with the support of 2010 Rotherham. Looking forward, we are now seeking to move into a resource centre based within the community

2. Objectives

Introduction

There are 4 key objectives all of which require training and skills development for them to be effectively delivered.

a. Developing Quality TARAs

- i. Managing your TARA
- ii. Communications
- iii. Financial Control
- iv. Involving your Community
- v. Equalities

b. Tenant and Resident Training

- i. TARA Development
- ii. Tenant and Resident Skills Development

c. Strategic Interventions

- i. For Rother Fed to build its capacity to represent members and be engaged in strategic decisions
- ii. To develop methods of joint working between TARAs and other organisations and agencies
- iii. To be an effective partner of 'Here's the Deal', Rotherham's tenant's compact

d. Creating Sustainability

- i. To develop Rother Fed as an effective and well managed company
- ii. Income Generation

The above objectives and accompanying tasks listed below have been adapted and worked on from those developed during the first two years of trading. Staff work to action plans that accompany these tasks, to ensure delivery.

a. Developing Quality TARAs

In partnership with volunteers from the Board, the full time Member Development Officer has supported TARA development, helping groups and individuals with new TARAs and providing help with established community groups. Support has been provided with flyers, publicity, training, building capacity, improving quality systems and seeking grants. To join the federation as a member, a community group needs to be open to everyone within a small geographical area of benefit and have agreed some basic rules or a constitution. Our aim is to be inclusive as possible, nurturing and supporting community groups however small.

We presently have 31 members to whom we provide a number of free services from free public liability insurance, stationery packs, various small grants and free CRB checks. Individual volunteers within each TARA have also been supported, helping them develop their skills in managing their group. Because of the way they have been funded, our present Grants have only been available for those groups with at least 20% council housing in their area of benefit. This is something we wish to address so that grants are available to all member groups, whatever the tenure. As at 22nd December 2008, £5419 worth of grants has been distributed to our member groups this financial year.

The following objectives are a basis for allocating silver and gold quality awards for our members, financial incentives for TARAs that have achieved these awards (judged by an independent panel) provided at our AGM on 25th March 2009.

i. Managing your TARA

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
Managing	<ul style="list-style-type: none"> • TARAs follows their constitution with an AGM held every year open to all members of the community. • Changes to the constitution done properly and meeting the needs of the organisation 	Confident associations familiar with their own rules	<ul style="list-style-type: none"> • Support for TARAs to develop relevant constitution that is fit for purpose • Help group understand the constitution is a tool to support the group and the way it is run • Encourage review and revisits to the constitution at AGM 	Ongoing
Managing	An open and democratic process for being involved in management of each TARA including election of officers	TARA officers that have confidence and endorsement of their communities	<ul style="list-style-type: none"> • Development of open and transparent processes for being involved in management of group • TARA to develop ways of welcoming involvement of new people • Wide publicity in community showing residents how they can become more involved 	Ongoing
Managing	Reviewing the success of the activity of the TARA each year	Confident TARAs proud of their successes and willing to adapt and change	<ul style="list-style-type: none"> • Officer and management reviews of activities at AGM and other meetings • Development of critical yet constructive attitude towards own activities 	Ongoing

ii. Communications

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
Minutes	<ul style="list-style-type: none"> • Producing and sharing minutes and agendas with committee and meeting attendees • Producing and sharing effective minutes and agendas and sharing with wider community and partners 	Informed members of local communities	<ul style="list-style-type: none"> • Support and training with writing agendas and minutes • Help with publication of materials and their distribution locally and with wider audiences 	Ongoing Ongoing
Publicity	<ul style="list-style-type: none"> • Producing and distributing basic publicity including newsletters, websites and posters • Producing quality publicity and ensuring wider distribution including use of radio and newspapers 	TARAs informing members of local communities of their activities	<ul style="list-style-type: none"> • Support and training with publicity • Publicity training courses for groups and individuals 	Ongoing Ongoing

iii. Financial Control

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
Finance	<ul style="list-style-type: none"> • All cheques to be signed by minimum 2 from at least 3 signatories, and no blank cheques ever signed • A record of accounts kept and receipts retained 	TARAs have good financial practices in place	<ul style="list-style-type: none"> • Training for Treasurers and committee members • Support and advice with help of VAR's community accountant 	Ongoing Ongoing
Finance	<ul style="list-style-type: none"> • Accounts examined independently each year • Account examined independently by Rother Fed's appointed community accountant 	TARAs have publicly accountable accounts	<ul style="list-style-type: none"> • Financial rewards for TARAs that have account independently examined • Maintenance Grants given to groups whose accounts have been independently examined 	Ongoing Ongoing
Fundraising	<ul style="list-style-type: none"> • Basic fundraising • A fundraising plan in place 	TARAs generating their own income for their activities	<ul style="list-style-type: none"> • Support and training to develop fundraising plan • Networking between TARAs to enable fundraising ideas 	Ongoing Ongoing

iv. Involving your Community

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
New TARAs	<ul style="list-style-type: none"> • Help communities and partners understand the principles of an effective and accountable tenant and resident association • Help new/emerging associations start off well • Support 2010 Neighbourhood Champions in setting up new associations 	<p>Improves civic infrastructure and therefore contributes to Rotherham's community strategy</p> <p>Contributes to a robust community infrastructure.</p> <p>Liaise closely with service providers to develop partnership working.</p>	<ul style="list-style-type: none"> • Promote and produce information leaflets that clarify the support and opportunities available to people wishing to form an association • Promote the idea of associations to those who may be able to help form new ones: e.g. community groups/partnerships, , registered social landlords, RMBC and 2010 Rotherham Ltd • Respond to enquiries about creating new associations, including initial study, information, and advice, taking account of the nature of the enquiry. • Provide help to TARAs, where possible drawing on the experience of existing associations, offering induction and advice to new members, introductory written guidelines, and programmes of visits. • Provide small start-up grants for new TARAs 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Established TARAs	<ul style="list-style-type: none"> • Hold regular TARA meetings open to all community • Social events organised and all the local community is invited • Involving all the community and partners in events and meetings held • Consult with community members not active in the TARA 	<p>Development of Inclusive community organisations</p>	<ul style="list-style-type: none"> • Training and support to TARAs on how to be more inclusive • Celebrate good practice in inclusion 	<p>Weekly</p> <p>Yearly</p>

<p>Established TARAs</p>	<p>Campaign and lobby on behalf of the community</p>	<p>Empowered community sector active in Rotherham</p>	<ul style="list-style-type: none"> ● Training and support to groups in methods of lobbying and campaigning ● Provide access to support to enable effective campaigning ● Share good practice in lobbying and campaigning 	<p>Ongoing Ongoing Ongoing</p>
--------------------------	--	---	---	--

v. Equalities

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
Engaging BME	<ul style="list-style-type: none"> • Encourage wider participation of BME communities • Ensure the movement is representative of communities at all levels 	Contributes to the community strategy and community cohesion as a whole	<ul style="list-style-type: none"> • Support BME focus group • Produce and publicise case studies • Engage with BME organisations and other communities of interest and promote working together at a community level • Run community cohesion events and support other community inclusion activities (<i>£4300 also received from Awards from All to do this during 2009</i>) • Promote through training and good practice events 	Ongoing Ongoing One a year Once a month
Equal opps	<ul style="list-style-type: none"> • Be aware and attempt to involve various sections of the community in activities and meetings • Involve volunteers from different sections of the community meaningfully in TARA activities • Treat people fairly and equally at meetings and events • TARAs to have an equal opportunities policy • 	Empowered and inclusive community associations	<ul style="list-style-type: none"> • Training and networking to promote involvement and inclusion • Awareness sessions on all minority and discriminated groups • Training on physical and cultural access issues • Training on support on inclusion at meetings and at events • Training and support to develop meaningful and relevant equal opportunities policies. 	Once a week Ongoing Ongoing Ongoing Once a year

b. Tenant and Resident Training

Training has been provided to support the volunteer board, TARAs and individual volunteers and tenants and residents and has also been free and unaccredited. Weekly trainer taster sessions were held during the year helping groups and volunteers build their capacity and for those wishing or having set up a TARA in the Borough. These sessions helped tenants gain the skills they need to manage a successful TARA in their own neighbourhood. These included sessions on officer roles within TARAs, for instance treasurer, chair and secretary, managing a cash book, dealing with anti-social behaviour, an introduction to Area Housing Panels and the Rother Care community alarm system, the myths and realities of being a refugee, a debate on the future of social housing and an extremely popular sessions on funding for community groups and projects. Sessions were also held on credit unions and 'hope not hate' in communities. *Joanne Brunt led various practical reminiscence sessions called 'remember when, also taking these out to member TARAs, particularly those based in Sheltered Centres.* Steve Morrell facilitated numerous community development workshops for TARA activists and officers at the tenants resource centre, these looked at ways to get people involved in your TARA, how you can effectively represent your community, examining techniques to make your meetings more effective and building your confidence, how you can be more assertive when working for your community. Lunchtime forums were held for TARA officers and we commissioned the Rotherham Play and Learn Bus to come out and work with TARAs in their specific communities. Intensive training weekends have been held at Northern College each of the last 2 years – the first on equal opportunities, the second on building quality TARAs. At the heart of this process are the informal one off sessions and our meetings and social events which provide tenants and residents the first step into developing their learning capacity and their skills.

Developing Community Development Skills

Most of those people have attended our first step training do not have academic qualifications. They are often motivated by a desire to improve their communities and this motivates them to go on with further training either through us or with learning partners. We deliver Northern College weekend residentials to our members every year . Last year's was dedicated to looking at equalities and this year we spent the whole weekend looking at developing quality TARAs. These weekends are OCN accredited. Many of our members also go onto attend week long courses at the National Tenants Resource Centre in Chester. They also attend courses organised by local partners –WEA, RCAT, the Academy of Community Leadership, RMBC, VAS and many others. As well as focus on developing skills to improve communities and TARAs (including our promotion of skills audits for TARAs), tenants and residents have required extended training support to be involved in strategic groups in the borough discussing the future of housing and neighbourhoods. One of the measures of the effectiveness of their individual progression in these areas will be the effectiveness and impact individuals have in their communities.

Improved Workplace Skills

Many of the skills we support and develop, in particular for those to train TARA officers – secretary's, chairs and treasurers – are ones that can and have been transferred into work. We have begun introducing basic customer skills training to support the income generation work we provide for partners, for instance the telephone evaluations of repairs and maintenance and decent homes work. This combined with the voluntary work undertaken for the Federation has led to a small number of successful job applications for our trained volunteers, usually helped by personal references we have provided.

(i)TARA Development

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
Learning	Build strong knowledge base for the community involvement movement	Strong confident and knowledgeable tenant and resident movement	<ul style="list-style-type: none"> Establish and promote training programmes to meet needs of associations, in partnership with training agencies Provide newsletters and other information bulletins regarding learning opportunities and useful up to date information 	Ongoing Every 3 months
Skills Development	Chair, secretary, treasurer and committee members trained and excelling in their roles	Skilled officers within each TARA	Regular training sessions for officers and committee members centrally and in local areas	Monthly
Skills Development	TARA officers and members to attend training to look at challenging discrimination and working with different sections of the community	Enabling community cohesion between different communities	<ul style="list-style-type: none"> Regular training sessions for officers and committee members centrally and in local areas. Exchange visits between TARAs in different areas and faith and cultural groups 	Monthly
Safeguarding	Support safeguarding training for TARAs and their members so they can support work with vulnerable adults and children.	TARA projects with robust safeguarding measures in place	<ul style="list-style-type: none"> Safeguarding training sessions both centrally and in local areas CRB checks for all members Individual support for child protection and safeguarding officers in associations 	Ongoing
Skills	Improve understanding and skills development in lobbying, campaigning and strategic issues.	Engage with strategic and government initiatives, consultations and with partners	<ul style="list-style-type: none"> Regular training sessions both centrally and in local areas Joint meetings with other lobby groups and partners to discuss strategic matters 	Irregular Ongoing Ongoing

			<ul style="list-style-type: none"> • Encourage TARAs to use research to develop campaigns 	
Skills	Raising capacity of groups to lease or manage community buildings	To be done in collaboration with partners at RMBC/2010	<ul style="list-style-type: none"> • SWOT analyses with groups on managing their own buildings • Specific skills training for those that run community buildings • Support groups to develop business plans • Provide food hygiene and first aid courses 	Ongoing
Networking	Encourage support between existing associations	Joint work with other TARAs, federations and other vol/com bodies	<ul style="list-style-type: none"> • Arrange network events focusing on best practice • Meaningful and regular delegates meetings 	Every 6 months 2-6 a year

ii. Tenant and Resident Skills Development

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
Training	Provide first step training opportunities for tenants and residents	Wide breadth of general knowledge and understanding amongst tenants and residents	<ul style="list-style-type: none"> • Provide regular taster training sessions at the Tenants Resource Centre • Provide taster training sessions in local venues accessible to tenants and residents • Use of innovative ways to deliver training in collaboration with partners (eg Play and Learn bus, swamp circus) 	<p>Monthly</p> <p>Ongoing</p> <p>Ongoing</p>
Individual Learning Plans	Signposting and supporting progression for those wishing to undertake further training	Individuals progressed onto accredited training programmes	<ul style="list-style-type: none"> • Support tenants and residents to attend residential training at Northern College in Barnsley and the National Tenants Resource Centre in Chester • Support individuals to attend training by other partners and training organisations • Support trainees with the development of their own individual learning plans 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Housing	Increased understanding and knowledge of housing and tenant involvement issues	Confident and knowledgeable tenant and resident movement	<ul style="list-style-type: none"> • Specific training focused on increased understanding of housing and tenant/resident related issues delivered in house and with partners • Work with AdEd Knowledge Company and Northern College to deliver further CIH National Certificate in Tenant Participation and Neighbourhood Renewal 	<p>Ongoing</p> <p>Oct 2010</p>
Employment	Increased employability skills	Individuals supported into volunteering and employment	<ul style="list-style-type: none"> • Specific job search skills training • CV writing • Help developing skills through volunteering 	Ongoing

c. Strategic Interventions

Networking and strategic interventions have also been key to our work sharing information between TARAs in Rotherham and networking both regionally and nationally.. We have been active promoters of various national campaigns including the Right to Rent campaign to increase investment in social housing and the Moonlight Robbery Campaign lobbying for changes in ways the housing revenue account (council tenants rents) is managed. We have worked with colleagues in neighbouring federations to coordinate a response to government proposals for a National Tenants Voice. We will also begin collaborating on responses to consultations run by the new Tenants Service Authority. We have now become partners in the South Yorkshire Tenants and Residents Network is a new and informal alliance of Barnsley Tenants Federation, Rother Fed and Doncaster Tenants Federation.

We have also led on a number of responses to RMBC strategic consultations, including the review of the Housing and Neighbourhoods Strategy , the future of community buildings, council house futures and the future of non-traditional homes. Successful delegates meetings usually attended by 50-100 tenants and residents have discussed area housing panels, the future of sheltered housing and social housing. Full and meaningful tenant and resident involvement has been at the heart of our responses to these consultations.

i. For Rother Fed to build its capacity to represent members and be engaged in strategic decisions

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
Promotion	<ul style="list-style-type: none"> Promote members interests and work to the wider community Promote Rother Fed Borough wide, subregionally, regionally and nationally 	Contributes to community strategy by building civic infrastructure and contributing to community cohesion.	<ul style="list-style-type: none"> Produce and distribute promotional materials including newsletters Develop relationships with key individuals in RMBC, 2010 Rotherham, registered social landlords and elsewhere, to educate them about tenant associations and their impact Promote the successes and experiences of member associations through relevant media Promote Rother Fed among membership and externally 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Member services	<ul style="list-style-type: none"> Provide a wide range of information and services that helps member associations operate effectively Provide access to resources Promote active member participation in Rother Fed activities Effective networking between members and Rother Fed 	Enables groups to have the capacity to engage with partners and agencies	<ul style="list-style-type: none"> Determine what is already available and provide links locally Facilitate member networks including dedicated web sites both for Rother Fed and South Yorkshire Tenants and Residents Network Support TARAs with various services and find out what new services are required Develop an Information and Resources Library Provide a stationery service to members including free stationery pack for every group Delivery of small grants including start-up and admin grants To continue to provide public liability insurance for TARAs 	<p>Ongoing</p> <p>Ongoing</p> <p>June 2009</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

ii. To develop methods of joint working between TARAs and other organisations and agencies

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
Partnerships	<ul style="list-style-type: none"> Work with partners in the community to increase impact and achieve common goals 	Contributes to 2010 Delivery Plan, RMBC Neighbourhoods Service Plan and RMBC's Housing Strategy	<ul style="list-style-type: none"> Work closely with RMBC, Rotherham 2010, RSLs, emerging TMOS and housing cooperatives Enter into partnerships with other community groups, communities of interest, community partnerships, parish councils and area assemblies To constructively challenge partners when necessary to improve services including use of community calls for action 	Ongoing Ongoing Ongoing
Borough wide	<ul style="list-style-type: none"> Work with partners borough wide to increase impact and achieve common goals 	Contributes to 2010 Delivery Plan, RMBC Neighbourhoods Service Plan and RMBC's Housing Strategy	<ul style="list-style-type: none"> Work closely with neighbourhood investment teams to deliver positive outcomes for all tenants and residents in these areas Be involved and contribute to the Strategic Housing Partnership Work and support Area Assemblies and Area Housing Panels to enable tenants to increase their involvement in local decision making Liaise closely with Borough Councillors to complement each other's contribution to civic society in Rotherham 	Ongoing Ongoing Ongoing Ongoing
Neighbourhood management	<ul style="list-style-type: none"> Encourage member participation & involvement at a local level, such as Area Assemblies and Area Housing Panels 	Support TARAs to be engaged with neighbourhood management and local democracy	<ul style="list-style-type: none"> Identify and distribute good practice Support TARAs wishing to explore aspects of neighbourhood and tenant management Ensure the work of TARA members is put on partners, Area Housing Panel and Area Assembly agendas 	Ongoing Ongoing Ongoing

iii. To be an effective partner in 'Here's the Deal', Rotherham's Tenants Compact

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
Commitment no.3C	Increase the involvement of BME and other hard to reach groups, so TARAs etc. become more representative of the communities they serve	Neighbourhood Service Plan (Strategic Objective Eight): Rother Fed will play a key role in supporting the Council's Community Cohesion Action Plan.	<ul style="list-style-type: none"> Identify the community profiles of under represented groups Develop action plans or good practice to overcome barriers to involvement Staff to target communities of interest, under-represented on Rother Fed Work closely with BME and other networks to identify solutions to involvement 	See BME action plan
Commitment no.3G	Review and promote the Tenant Resource Centre	Neighbourhood Service Plan (Strategic Objective Eight): Rother Fed will play a key role in supporting the Council's Community Cohesion Action Plan.	<ul style="list-style-type: none"> Consult with TARA's and other bodies Carry out series of road shows and events Promote and develop a training programme for TARAs to support equal opportunities awareness and to combat discrimination Promote facilities of resource centre and Rother Fed 	Ongoing Monthly Every quarter Ongoing
Commitment no 3I	Increase by 10% membership and involvement of vulnerable and under-represented groups, e.g. young people, lesbian gay bi -sexual or transgender people, asylum seekers and refugees, carers and help them to be represented.	Neighbourhood Service Plan (Strategic Objective Eight): Rother Fed will play a key role in supporting the Council's Community Cohesion Action Plan.	<ul style="list-style-type: none"> Monitor membership of TARA's and Rother Fed by age, ethnicity and disability Monitor involvement of vulnerable or under represented groups Compare with other Federations and share good practice If necessary, develop changed or new structures for involvement Work with 2010 Rotherham Ltd, RMBC and Vol/Com sector to engage communities of interest. 	Ongoing Ongoing April 2010 Review May 2009

Commitment no.4D	Support local groups to access local venues for meetings	Support transfer of community assets as recommended by Quirk.	<ul style="list-style-type: none"> • Publicise community buildings audit/availability • To support vol/com and statutory sector develop recommendations from Quirk Report • Encourage existing users to share facilities with new and diverse groups • Negotiate with service providers to create new community meeting space where necessary eg: within customer service centres etc • Support partnership working to create and sustain TARA access to office and meeting room facilities in their local community 	<p>Jan 2009</p> <p>Ongoing</p> <p>Ongoing</p>
------------------	--	---	---	---

Delivery of these commitments and objectives can only be effectively achieved by collaborative working between all three partners- Rother Fed will not achieve these without support and effective partnership working

d. Creating Sustainability

To create sustainability, the company has undertaken mystery shopping and evaluation work for 2010 Rotherham including evaluation work on the Decent Homes programme, tenant involvement in decisions on future options for windows and doors procurement and tenant satisfaction with the decent homes repairs service. These services are still at an early stage and have room for development. Independent income has also been generated by renting out our meeting room.

i. To develop Rother Fed as an effective and well managed company

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
Build up the management capacity of Rother Fed	Create a well managed company	Creation of effective and accountable organisation to represent tenants and residents in Rotherham	<ul style="list-style-type: none"> • Manager to create action plan to develop management capacity • Succession strategy to ensure other staff can maintain management responsibilities • Effective elections for Rother Fed board • Succession strategy to ensure new board members can maintain effective governance role 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Build up the management capacity of Rother Fed	Create good governance	Creation of effective and accountable organisation to represent tenants and residents in Rotherham	<ul style="list-style-type: none"> • Support the Executive Committee with governance training • Support for officers with their specific governance functions – eg company secretary, chair • Create, maintain and review effective policies • Create, maintain and service effective and democratic subcommittee structures 	<p>Every year</p> <p>Ongoing</p> <p>As review of policy states</p> <p>Ongoing</p>

ii. Income Generation

Area	What we are trying to achieve	Outcomes	Tasks/Activities	Timescale
Income Generation	Developing a social enterprise to create sustainability	Helping create an independent tenants federation, sustaining the work of this business plan beyond the 2years	To undertake feasibility work on various social enterprise schemes particularly in relation to tenant services.	May 2009
Income Generation	Provide Services for 2010 Rotherham and RMBC	Helping create an independent tenants federation, sustaining the work of this business plan beyond the 2years	<ul style="list-style-type: none"> • Customer satisfaction surveys • Mystery shopping • Tenant talk back programme • Service evaluation reports and work • Renting rooms, photocopying • Community involvement services <p>These will all need training programmes for volunteers who help us deliver these services.</p>	Ongoing
Income Generation	Services for housing associations	Helping create an independent tenants federation, sustaining the work of this business plan beyond the 3 years	<ul style="list-style-type: none"> • Develop services for TARAs in housing associations for a fee • To provide resident involvement services that social landlords and other partners see as providing value-for-money and are willing to pay for. 	Ongoing Ongoing
Diversifying Services	Access grants to enable tenant empowerment	Empowering Rotherham tenants	Access grants to support tenant empowerment and community cohesion.	Ongoing

3. Communities of Interest

(i) BME

Rother Fed has set up a new BME Engagement Group involving tenants and residents from the black and ethnic minority community. This group agreed to support an Awards for All bid to organise a cultural event bringing people together through music and food for £4300 which has just been received.

Rother Fed believes that inclusion and integration was at the heart of all we do and though it may be necessary, at times, for there to be some separation of groups, the key aim was to bring tenants and residents together

a. To support TARAs to increase the representativeness of their membership, where appropriate:

- Create A Base Line Figure of Membership of all TARAs (*April 2009*)
- Provide all TARAs with a detailed community profile of the area they serve (*April 2009*)
- Support TARA's to increase the representativeness of their membership where appropriate (*October 2009*)
- To target support for communities in multi-ethnic communities wishing to set up TARAs. In particular, to hold coffee mornings in communities identified with larger minority communities (*December 2009*)

b. Equip TARA members with skills to tackle prejudice and raise cultural awareness:

- Hold some culture awareness raising sessions at Rother Fed and in the wider community (*December 2009*)
- Publicise other local cultural and faith awareness sessions amongst TARAs (*ongoing*)
- Develop a 'Mythbusting' pamphlet to address common issues and questions for TARA's and community representatives (*December 2009*)
- Promote and support linkages between TARAs and minority communities in different areas (*ongoing*)
- To organise social events using food as a way of creating understanding about different cultures (*Events Committee*)

c. Enabling BME communities to become involved in TARAs and Rother Fed:

- Encourage BME communities to get involved
- Have translators available to attend meetings
- Produce an urdu translation of 'Your Guide to Rother Fed' (*October 2009*) and be prepared to translate other key Rother Fed leaflets

(ii) Young People

The dedicated crèche facilities at Springwell Gardens Community Centre offers a unique opportunity for Rother Fed to do more dedicated training and activities for young people with young children, engaging them in the tenant movement and its strategic direction.

Rother Fed will learn from some of the excellent practice of successful engagement (for instance, the work 2010 Rotherham staff are presently undertaking with a Birks Holt Youth Group). The introduction of Safeguarding training support to our members will also ensure that all members of the community link in and relate to younger and more vulnerable members of their group in a safe and proper way.

4. Project Delivery

a. Staffing

The continuing need for intensive community development support for local neighbourhoods in Rotherham and the TARAs within them has been highlighted and identified in the work we have done this last year.

To deliver the enclosed business plan and to embed the work that has begun during 2008-9, a team of three people would continue to be employed consisting of:

- **Development Manager** (£31348) line managing the staff, supporting the tenant board and steering the direction of the company
- **Member Development Officer** (£28270) Help create new TARAs and supporting existing TARAs.
- **Office Supervisor** (£19370) coordinating financial, administration and support functions for the company and providing necessary support to tenants in the Resource Centre

(See Appendix 2 for job descriptions)

The three present staff will be retained. The only major job description change is a promotion of Finance Officer to Office Supervisor to reflect increased responsibility for the arrangements in the office and resource centre as a whole as well as responsibility for financial and administration systems.

RMBC outputs

	April 2009- April 2010	April 2010-March 2011	How it will be monitored?
New TARAs formed	5	5	Quarterly Report to RMBC Evidence will be kept
Groups joining Rother Fed	3	3	Quarterly Report to RMBC
Capacity Building Events	3	3	Quarterly Report to RMBC
New Volunteers Involved	15	15	Quarterly Report to RMBC
Networking Events	2	2	Quarterly Report to RMBC
Local initiatives	5	5	Quarterly Report to RMBC
Income Generated	£9,000	£10,000	Quarterly Report to RMBC
External Grant Accessed	£7,500	£10,000	Quarterly Report to RMBC

The above outputs we will achieve as part of our core function- the funding requested in this business plan to be tied to achieving the above targets. Our core staff's function will be to deliver these outputs and evidence will be collated to ensure delivery of them. Funding of this business plan is directly linked to the above outputs in this business plan and a full report would be required to show why specific outputs have not been delivered. This will be provided to RMBC every quarter during the two year project.

Shared outputs/outcomes

Issue	Actions	Outcomes/ Outputs	How it will be monitored
Rotherham Community Development Strategy	2.3 Support community organisations with their capacity/governance 2.4 Support community organisations with quality systems/governance 5.1 Hold community cohesion events	10 a year 10 a year 1 a year	Feed into community development strategy action plan updates. Requires partnership working
Here's the Deal Tenants Compact	3C. Involvement of BME communities 3I Involvement of vulnerable and under-represented groups	Increase by 10% <i>(this needs to be a partnership output, we cannot do this without help)</i>	Regular reports to compact monitoring group Requires partnership working

These shared outputs will be achieved by close working with all partners and progress on them reported to the Compact Monitoring Group.

c. Workplan

Year 1

April 2009-June 2009

Move into Springwell Gardens
Marketing relaunch
Multicultural open day

July 2009-Sept 2009

Mid-term review of small grants
Feasibility study for social enterprise
Further procuring of services
Rother Fed social

Oct 2009-Dec 2009

Review and adaptations to training programme around need
Review of procurement strategy
Develop new tenants resource centre

Jan 2010-March 2010

Review of small grants
Negotiate lease on full building
Rother Fed AGM

Year 2

April 2010-June 2010

Review effectiveness of involvement structures

July 2010-Sept 2010

Further major event
Review use of resource centre
Rotherham Show
Rother Fed Social

Oct 2010-Dec 2010

Development of new business plan

Jan 2011-March 2011

Implementation of forward strategy

d. Financial Management

Rother Fed systems will continue to be used to manage and monitor the finances as during 2008. Rother Fed has a comprehensive financial controls policy and clear systems of financial management. These systems will ensure there is robust financial management of the company and this business plan. Rother Fed will manage its own financial systems and will:

- Take overall responsibility for this business plan , claiming for funding quarterly in advance
- Be responsible for monitoring the money and outputs and sending back numerical returns based on dedicated outputs.
- Ensure that activity and spend is eligible
- Take on responsibility for employment of staff – including salary payment. Voluntary Action Rotherham will supply payroll services.
- Be responsible for any grant that has to be paid back for any reason.

A finance subgroup of the Federation will continue to meet monthly to monitor and report on financial progress against budget. The Chair, Company Secretary, Treasurer, Former Treasurer, Development Manager and Office Supervisor attend and contribute to these important meetings. As well as officers from the Federation, the community accountant from Voluntary Action Rotherham also attends these meetings regularly to offer support and advice.

d. Funding

Full Budget April 2009-March 2011									
Produced on 11th April 2009	April-June 2009	July-Sept 2009	Oct-Dec 2009	Jan-March 2010	April-June 2010	July-Sept 2010	Oct-Dec 2010	Jan-March 2011	TOTALS
Revenue									
Salaries									
Development Manager £31348 (+ 6% pension+10% NI)	9091	9091	9091	9091	10000	10000	10000	10000	76364
Member Development Officer £28270 (+6% pension + 10% NI)	8198	8198	8198	8198	9018	9018	9018	9018	68864
Office Supervisor £19370 (+6% pension +10% NI)	5133	5133	5133	5133	5646	5646	5646	5646	43116
Rent, rates, heating, lighting	2000	2000	2000	2000	2040	2040	2040	2040	16160
Expenses, Staff and Tenants Travel	1750	1750	1750	1750	1785	1785	1785	1785	14140
Staff and Tenants Training	1381	1381	1380	1381	1408	1408	1408	1408	11155
Publicity/stationery/photocopying	3750	3750	3750	3750	3825	3825	3825	3825	30300
Professional fees - hired services, consultants	800	800	800	800	816	816	816	816	6464
Other revenue costs									
Resource Centre equipments, books, DVDs and resources	577	577	577	577	588	588	588	588	4660
Management and Administration									
Meetings -Room hire, creche and refreshments	850	850	850	850	867	867	867	867	6868
Phone and broadband	231	231	231	231	236	236	236	236	1868
Grants for members (starter, admin)+5% admin	1155	1155	1155	1155	1178	1178	1178	1178	9332
Support for groups with examination of accounts + 5% admin	735	735	735	735	750	750	750	750	5940
Financial examination of accounts	0	0	0	600	0	0	0	612	1212
Insurance for TARAs	500	500	500	500	510	510	510	510	4040
Insurance for Rother Fed	206	206	206	206	210	210	210	210	227
Rotherham Show/Rother Fed Social	0	1100	1000	0	0	1122	1020	0	4242
TOTAL	36357	37457	37356	36957	38877	39999	39897	39489	£306,389.00
<i>Y2: 2% inflation on most items, wage increase 10% with increments.</i>									

f. Costs

This budget is similar to 2008-9 and changes are based on the experiences of the last year. We have not had to pay rent, rates and utility bills previously thanks to the support of 2010 Rotherham Ltd. The quoted cost of renting offices at Springwell Gardens Neighbourhood Centre will be roughly £8000 which includes rates, gas, electricity, cleaning and caretaking. This is just the cost of using the First Floor of the building. In total, the 2009-2010 budget includes a 2.5% increase from 2008-2009 not allowing for these costs in use of new premises. Our RMBC grant for 2008-9 was £136710. We have a 2.5% increase this year (plus rent for Springwell Gardens). This will make £140,127. With £8000 for Springwell Gardens paid for separately, the total for 2009-1 is £148127.

There is less budget for grants to TARAs. This budget remains underspent during 2008-9 partly because we have not allowed member groups without 20% council housing to apply for this funding. If Rother Fed received some grant from the general fund, it would give us the justification to be able to allocate grants to all our member groups, whatever the tenure of the landlord.

A promotion of the Finance and Admin Officer to Office Supervisor will make staff costs higher within this business plan. Travel costs are also higher because the Member Development Officer is required to regularly travel around the borough to meet our member groups and to liaise with the officers in the areas in which they are based.

g. Grants

Below is a breakdown of small grants and support services, Rother Fed will administer at a total of £15,960 (including 5% admin fee) for all two years.

	April 2009- March 2010	April 2010- March 2011
Start Up Grants (£200 per group)	£1600 8 groups	£1600 8 groups
Maintenance Grants (£200 per group)	£2800 14 groups	£3200 16 groups
Examination of accounts (£200 per group)	£2800 14 groups	£3200 16 groups
5% Admin Fee	£360	400
TOTALS	£7560	£8400

We will continue to successfully administer within the budget (£4400 during Year 1) two specific grants, available to all member each of which will be administered by the Member Development Officer using clear criteria:

- **Start Up Grants**

This fund is to help newly formed TARAs get up and running efficiently. They must have been in operation for less than 12 months. General funding will be used for this so they no longer need to have a minimum number of council houses in their area of benefit. Maximum grant value per group is £200. Eight grants a year is £1600 per year (£3200 for the 2 year project).

- **Maintenance Grant**

This funding will continue the administration grants for TARAs that have been in operation for at least a year. Maximum grant value per group is £200. 14 groups at a cost of £2800 will be supported during 2009-10 and 16 groups at a cost of £3200 between 2010-11. The total over 2 years being £6000. The amount of groups does not rise with those starting up as some groups will also fold and close during the three years.

Examination of Accounts

We will continue to provide support for member groups with external financial examination of accounts. We will use the community accountancy services at Voluntary Action Rotherham to deliver this service. An allocation of £200 for each group is budgeted for this work. If the group's accounts are well presented, the TARA will receive a bonus grant from Rother Fed. This will be the remainder from the £200 after VAR's invoice has been paid.

For each group to receive maintenance grant they will need their accounts examined so the budget under this heading is exactly the same as that for maintenance grants. 14 groups at a cost of £2800 will be supported during 2010-11 and 16 groups at a cost of £3200 between 2010-11. The total over 2 year being £6000.

h. Tenants and Residents Resource Centre

Services offered by the Tenants Resource Centre will play an integral and key part of this business plan and complement the development work undertaken by staff and tenant volunteers – it will be a venue for tenants to meet, for tenant training and gives TARAs the resources they need to be effective. It is also the place where the tenant led executive committee meets and directs activities. The Centre presently includes free meeting, photocopying, computers, library and other resources for tenants and has been open full-time during most of 2008 (9.30am to 4.30pm Weekdays).

We are presently negotiating with RMBC for a one year contract to rent office space on the first floor at Springwell Gardens Neighbourhood Centre between April 2008 and March 2009. This will include cleaning, heating, lighting and caretaking and some negotiated use of the rest of the building. The office space has 4 offices – two will be for the use of staff and the other two for the use of directors and tenants. This will act as a temporary tenants and resource centre whilst we negotiate possibilities around full permanent use of the building which includes a ground floor hall and a potential tenants resource centre and crèche on the lower ground floor. Funding to do this still needs to be sourced. To enable tenants activities to be maintained during Year one, we will hiring rooms at Springwell Gardens directly from RMBC during 2009-10 for training, meetings and other activities.

i. Options

<p>Option 1:</p>	<p>Discourage development of Rother Fed- no funding for this business plan.</p> <p><i>Reliance on partner agencies (2010 and RMBC) to deliver support to tenants. This does not build any capacity or independent organisation amongst tenants and tenant organisations in the Borough and will not maximise community involvement.</i></p>
<p>Option 2:</p>	<p>Rotherham Federation of Tenants and Residents to continue to be based within 2010 Rotherham premises at Eastwood Depot and seen primarily as dependent on 2010 Rotherham.</p>
<p>Option 3 (Preferred option)</p>	<p>Preferred Option: To develop and build the capacity of the tenants movement in Rotherham, basing the tenants resource centre in a new independent place, expanding community development support and training and communication services.</p>
<p>Option 4: (‘do nothing’ option)</p>	<p>Do nothing- a small number of TARAs will continue but there will be very little capacity built in communities and no co-ordinated support.</p>

j. Risk Assessment

The successful delivery of this business plan will rely on the retention of a small good quality staff team. Good staff support and training systems are in place to ensure that skilled staff can support the company. In cases where staff leave the company, recruitment will be achieved through use of unrestricted funds. Unrestricted funds are already beginning to support the organisation's future sustainability – we have a reserves policy that help this.

All the Directors are tenant volunteers from TARAs and Area Housing Panels and now have some experience in this role. The company is creating its credibility and good record and work needs to continue to build the governance capabilities of the Directors. The representative nature of the company (directors are all elected) can be a threat to this continuity so capacity will be continue to be built to ensure good governance and the continued credibility of the company.

Each of the outputs listed have been separated into those that are dependent on partnership working with RMBC and 2010 Rotherham, others the company will deliver as a commitment of funding from RMBC for this business plan. These dedicated outputs were put together in full consultation with present staff. The company already has some history of being able to deliver these from work during 2007 and 2008. Corporation tax liabilities for our initial year were accessed by HM Tax Office as nil.

k. Forward Strategy

Rother Fed will need to continue to work closely with key partners on a funding strategy as some grant funding from RMBC's housing revenue account will continue to be required after the next two years. The added value that Rother Fed contributes as a voice on behalf of TARAs in Rotherham will be the evidence required to show the investment that ongoing funding will deliver best value community involvement. Housing revenue account funding will act both during this first 2 years and afterwards, as a match for other grants that will be applied for by Rother Fed.

Rother Fed aims to become an integral part of the social and civic fabric of Rotherham life working with partners to improve the quality of life for tenants and residents in the Borough. This two year funding will development the capacity and ability of the company to create services and generate unrestricted income to help ensure future sustainability of the company and independence for the Federation.

4. Linkages

This business plan will in some way contribute to all of the driving principles of the community strategy - Rotherham Achieving,(a prosperous place), Rotherham Learning (being informed, skilled and creative, innovative and constructively challenging), Rotherham Alive (people feel good, are healthy and active), Rotherham Safe (neighbourhoods are safe, clean, green and well maintained, with well-designed, good quality homes and accessible local facilities and services for all) Rotherham Proud (people, businesses and pride in the borough are at the heart of our vision), Rotherham Fair (equality of opportunity and choice) and Rotherham Sustainable Development

This business plan conforms to the principles of Rotherham's local area agreement around all 4 themes - economic development and enterprise, children and young people, safer and stronger communities and healthier communities and older people. Rother Fed works with all groups in Rotherham but will continue to provide targeted support to TARAS in neighbourhood renewal areas and geographical areas of deprivation.

RMBC Housing and Neighbourhood Strategy 2008-2011 is being supported and consulted on by all partners including Rother Fed. The company supports the key strategic objectives within the five themes of the strategy, places for people, decent homes for all, meeting housing need, improving access, choice and independence and working together. As well as supporting the consultation and effective community involvement in developing this strategy, Rother Fed will play a key role in supporting its implementation, in particular through the work of the Rotherham Housing Forum and through its own networks and TARAs.

Rotherham Neighbourhood Services Plan 2006-9 mission to "build sustainable neighbourhoods" is one that Rother Fed shares. In relation to Rotherham Proud (Strategic Objective One), Rother Fed will be a partner in supporting neighbourhood devolution, governance and empowerment. We will also be a key partner supporting the development of a modern community development strategy (Strategic Objective One). Contributing to Rotherham Safe, Rother Fed will help and support the ALMO to deliver its promises to tenants (Strategic Objective 2). Rother Fed will add value by ensuring through tenant involvement that services like decent homes are delivered to the people of Rotherham. With Rotherham Fairness (Strategic Objective Eight), Rother Fed will play a key role in supporting the Council's Community Cohesion Action Plan.

Rotherham Community Development Strategy: Much of the work of the Federation contributes to the Community Development Strategy and will contribute to the Action Plan (see outputs). Rother Fed's aim to capacity build and support the capability of TARAs match many of those in the community development strategy and some shared outputs have been developed to enable this.

Cross-Cutting Themes: A number of cross cutting themes will be supported by Rother Fed. These are:

- Employability – 3 full time staff will be employed for 2 years

- Information Society – building the ICT capacity of both our Directors and members will be a key aim of Rother Fed, ensuring increased use of electronic communication and networking. We will be able to support disengaged and vulnerable groups in this area
- Social Inclusion – Rother Fed is crucial to the continued development of a healthy civic society within the Borough, supporting engagement and social inclusion within our local communities and estates.
- Environment – Rother Fed will develop its own ‘green office’ and will promote similar practices amongst its members.
- Equal Opportunities – Central to everything it will do, Rother Fed will be a leading community organisation in challenging discrimination and supporting inclusion within our estates and communities.

Appendices

Appendix 1 About Rother Fed and Funding Application

Rother Fed will work within all communities within the Borough of Rotherham

Length and cost of HRA/CRT Funding

Length of Funding	
Start Date	April 2009
End Date	March 2011
Length	24 months
3 year Cost	
Total 2 year Cost	£306,389

About Rother Fed

Base/Sponsor	Rother Fed Springwell Gardens Community Centre, Eastwood View, Springwell Gardens, Rotherham S65 1NG
The Organisations Legal Status	Limited company 5913521
Key Officer/Signatory	Name: Stephen Ruffle Job Title: Development Manager Telephone Number: 01709 365041 email:steve.ruffle@rotherfed.org
Substitute Key Officer	Name: Andrew Roddison Job Title: Company Secretary Telephone Number: 01709 365041 email: andrew.roddison@rotherfed.org

Appendix 2

Job Descriptions

Job Description - Development Manager

Hours: 37

£31,348 + 6% pension contribution

Responsible to: Rother Fed Executive Committee

Responsible for: Member Development Officer
Office Manager

Main Purpose of Job

1. To be responsible for the effective development and co-ordination of Rother Fed
2. To identify and secure sources of funding to ensure that Rother Fed meets its objectives and ensure the organisation's sustainability
4. To line manage the Admin Officer and the Development Worker plus any future staff
5. To be responsible and responsive to the Management Committee for all actions and developments

Duties and Responsibilities

1. To be responsible for the development and management of the Administrative and Financial operations of Rother Fed.
2. To ensure Rother Fed effectively delivers the services negotiated with 2010 Rotherham Ltd. and the Council
3. To be responsible for day to day staff management including allocation of workloads, ensuring staff training needs are met, that deadlines are set and kept to, and that work is planned and carried out in accordance with the policies and priorities determined by the Executive Committee.
4. To identify and secure sources of funding and to produce monitoring and evaluation reports on all funding acquired by Rother Fed as required by the funding bodies.
5. To ensure that officers and members of the Executive Committee are provided with appropriate information, advice, support and training, and that tasks/projects identified by them are carried out. This will include maintaining information systems, ordering publications, sourcing appropriate training opportunities and drawing relevant items to the attention of the Executive Committee.
6. To ensure that all Rother Fed meetings (including Executive Committee, sub committees, AGMs and other general meetings etc) are properly convened and minuted and that all actions agreed at these meetings are carried out effectively.
7. To liaise with the Treasurer to produce budget monitoring reports to the Executive Committee as required and to be responsible to the Treasurer for petty cash and all sources of income for the organisation.
8. To assist and support the Company Secretary in ensuring the fulfilment of all the duties required by company law including maintenance of membership records, annual returns and accounts to Companies House and notification of changes in membership of the Executive Committee.

9. To ensure that the principles, aims and policies of Rother Fed are publicised and promoted and that membership is encouraged.
10. To ensure that requests from member Associations are dealt with according to procedures, and to offer relevant advice and information when requested.
11. To ensure that issues and concerns raised by member Associations are considered and acted upon by Rother Fed as appropriate.
12. To ensure effective liaison between Rother Fed, Rotherham MBC, 2010 Rotherham Ltd and other relevant statutory and voluntary organisations.
13. To gather and implement best practice from Federations, TPAS etc.
14. To attend meetings, conferences, seminars, training etc as required by the Executive Committee, for which time off in lieu will be given.
17. Must be willing to travel as necessary
18. Flexi-time working system including some evening and weekend work will be required

Job Description – Member Development Officer

Hours: 37

Salary: £28270 +6% pension contribution

Responsible to Development Manager

Main Purpose of the Job

To support the development of TARAs , delivering member services and providing community development support.

To lead on marketing and publicity for the Federation and communication to members and the wider public.

Duties and Responsibilities

1. To work closely with the Field Worker, Training and neighbourhood champions supporting TARAs , both new and established
2. To help build the capacity of TARAs, their governance and quality systems
3. Identifying community issues, needs and problems and help resolve them
4. Develop resources for TARAs including help with funding bids, developing business and action plans and support with training
5. Support TARAs to campaign effectively and to help them link in with other agencies as necessary
6. Support networking of TARAs either locally or with Rother Fed
7. To support discriminated and under-represented groups in their involvement with both local TARAs and Rother Fed
8. To provide regular written and photographic reports of work undertaken
9. To oversee and implement TARA Quality Systems
10. To produce a regular Federation Newsletter, to coordinate the website and other means of communication with members, partners and the wider public

Job Description – Office Supervisor

Hours: 37

£19,370 plus 6% pension contribution

Responsible to: Development Manager

Main Purpose of Job

To provide office supervision and management for Rother Fed and develop and maintain the office and resource centre including financial and book-keeping systems.

Duties and Responsibilities

1. Responsibility for office supervision and management
2. To undertake book-keeping duties for the company including:
 - coding all invoices received under the appropriate budget headings
 - prepare cheques and to undertake bank reconciliations
 - operate petty cash and other financial procedures, in line with our policies
 - ordering of supplies
3. To provide direct support to the organisation including:
 - confidential and direct personal support
 - dealing with telephone calls, message taking, resolving queries
 - minute taking
 - providing hospitality and support to tenants visiting the tenants resource centre
 - booking out and invoicing users for use of the meeting room
4. To assist with servicing a range of internal meetings, including:
 - assisting in the preparation of background papers
 - undertake office support tasks at meetings
 - arranging membership of and venues for meetings
 - establishing agendas
 - taking accurate minutes
 - processing and circulation of minutes
4. To ensure the needs of the organisation for general clerical support are met at all times including:-
 - initiation, processing and progress chasing of correspondence as required
 - maintaining filing systems
 - photocopying
 - maintenance of office stationery supplies
5. To develop and maintain administrative systems to support the effective functioning of the team:
 - collect information from a variety of sources in order to collate, analyse and present in appropriate formats
 - To be responsible for updating the contact lists and other recording systems as appropriate
6. To undertake publicity tasks for Rother Fed and its members including production of posters, displays and leaflets.
7. To prioritise work, ensuring the effective, efficient progressing of high priority duties.

8. To identify risks within personal objectives using resources effectively and efficiently and safeguarding assets.
9. To undertake appropriate project work as required.

Appendix 3

Report into the key requirements for a new office base and Tenants Resource Centre for Rother Fed

Introduction

TP Trading was commissioned to produce and present a short report (1000 words) to the Rother Fed Executive that assessed and prioritised the key requirements for a new office base and tenants resource centre.

The work has involved interviewing the three Rother Fed staff, the majority of the Executive and a selection of tenants and residents. The new accommodation had:-

- to meet staff and board needs, including office and meeting space
- to help deliver a successful tenants resource centre

Some of the interviews were held face to face and some were conducted by telephone. As expected there were a variety of different opinions. I have tried to summarise these as far as possible. Where there is obviously great differences of opinion, these have been highlighted.

Items considered and discussed

When taking into account the needs of Rother Fed, there were many areas that warranted consideration. The main ones of these were:-

1. Size and nature of staff accommodation.
2. Directors' requirements.
3. Resource centre needs.
4. Ownership.
5. Type of Accommodation.
6. Accessibility & Location.
7. Suggested Options

Size and nature of staff accommodation

In terms of size, the current staff office was in general considered slightly on the small side although acceptable. From a staff point of view, it was felt that there was a need for a separate small office. This could be used by the manager for confidential interviews/meetings and also somewhere away from the general office when he needed to work in private without constant interruptions.

Looking forward in time, various suggestions were given about the future staffing structure. Despite the variations, the common factor was that almost everyone interviewed agreed that at some point, the number of staff would need to be increased. The office accommodation would need to be increased accordingly.

There was some discussion about the open plan nature of the office – the glass walls – and the accessibility of the staff. Some thought that the open plan idea was good; others that the staff struggled to do their work due to the fact that they were constantly interrupted. The idea of a separate smaller office where the manager could sometimes work, together with a larger accessible staff office would seem to cover both these issues.

The accommodation would need to be secure to cope with those times when there was lone working of staff.

Directors' Requirements

There was one major requirement that came out of all the discussions amongst staff, directors and tenants alike. That was the need for a much larger board/meeting room. The board room would need to be able to accommodate at least 30 people comfortably – in general terms, roughly twice the size of the existing room. The possibility of a fixed

sliding screen to divide this room was also raised to enable the room to be used for other purposes. The idea of hiring out the board room to other people to generate income was also high on the list of priorities.

The idea of a small office for the use of the directors was also fairly common. Currently the Chair and the Company Secretary utilise two desks/computers in the main part of the building. This facility would need to continue but a smaller office would mean that there was an area where confidential discussions could take place without having to use the board room. It might be that this could be a shared resource – doubling up as the managers separate office as noted above.

Resource Centre Needs

The common recurring theme that came out under this heading was the need for the centre to be welcoming and attractive to visitors – somewhere that people felt comfortable just to pop in for a coffee and a chat. Again the vast majority of those interviewed thought that an informal lounge type area would be wonderful. This sort of scenario would inevitably impact on the staff accommodation and working practices – a drop in centre of this nature would mean that the staff were getting more interruptions than now. The way round this would be to have some sort of greeter/receptionist who could spend time chatting with the visitors, making them coffees etc without having to interrupt the work of the main staff. This could be a paid employee or it could be as was suggested, a volunteer director (or a rota of directors). The benefits to this would be that more directors got actively involved and also that the visitors got to see and hear first hand why the director had chosen to fulfil their roles.

The accessibility of computer, printing and photocopying facilities was seen as a major benefit to the centre and the majority of people would like to see this expanded and could be advertised more to attract more people to the centre. Whilst the current library type facilities are under-utilised, most thought that they should be expanded as the number of visitors grew.

Many of those questioned thought that the training programme should be continued and expanded. Training sessions could be held in the board room (or part of it if partitioning was available).

Ownership

The question as whether to rent premises or try to obtain their own building was raised. The majority of people thought that to aim to have their own building at some point in the future was a good idea but they did not think they were ready for it yet. Renting was a safer option it was felt.

Some concern was expressed by the majority of people about being in a building owned or managed by 2010 or RMBC. They felt that this linked Rotherfed to that organisation in other people's minds – several people when talking about Rotherfed had experienced the reply - "Oh yes, you're part of 2010 aren't you?". Whilst this was indeed an issue, it was also suggested that this could be negated by better publicity by Rotherfed about who they were, their role, what they represented etc.

Type of Accommodation

As was expected, there was a variety of suggestions as to the type of accommodation that people would like to see. These included:-

1. Traditional office type accommodation – rented as a whole and capable of being sub let eg the board room – this was probable the most favoured option.
2. As above but with no board room and the board room available to hire as and when required – a cheaper option than above but not that popular – the respondents really wanted their own boardroom.
3. A shop front type premises so that the accommodation could be made more welcoming – not particularly popular but see below
4. As above but a two storey building with a shop front and offices above – perhaps the most favoured option. Downstairs could have a greeter/receptionist and a coffee bar type area with facilities for accessing printing/computing together with a small private office. Upstairs could be the main office accommodation and board room.
5. A converted house or flat – as above but perhaps not big enough.
6. A converted local community centre – again as above but it might not be possible to have a large enough board room without some sort of structural alterations.

Accessibility and Location

It is absolutely important that the centre – wherever it is located – is fully DDA compliant and is accessible for all – whatever age or ability. If the centre was located on two or more floors there would have to be a lift.

Location was the single most important issue raised by people questioned. The over-riding factor was that it must, if possible, be within one bus journey and a short walk of anyone wishing to attend the centre. On top of this there would also need to be adequate car parking and covered parking for mobility scooters.

The above factors all point to a town centre location for any new premises. This was the preferred option of most – but not all – of those interviewed.

Suggested Options

Several specific locations were mentioned by people. Whether or not any of them are viable would need further looking into. They were:-

- The top floor at the new VAR building.
- Part of the Unity Centre.
- One of the community centres around the warden controlled housing complexes.
- A town centre shop.
- There was a suggestion that the accommodation that Rotherfed currently occupied was satisfactory and that the group should remain where it is.
- An unused council property such as a council house that could be converted.

Summary

The consensus of opinion would be for a building that has:-

1. A much larger meeting room.
2. A larger office for the staff.
3. A separate private office for the manager.
4. Another small all purpose room which could be used by directors/tenants etc.
5. A comfortable lounge type area with tea/coffee making facilities.
6. Car parking facilities and covered mobility scooter parking.

Ideally, the accommodation would be over two floors and located close to the town centre.

The main restrictions to take into account when deciding on any new accommodation would be a) the cost of the new premises – particularly if you were looking at town centre properties and b) the availability of existing premises.

So any accommodation move will need to be thoroughly costed and built into the Business Plan if Rotherfed hopes to move over the next year.