CCRMO Board Meeting – Minutes

Date: 13 May 2026

Time: 18:00–19:30

Location: CCRMO Office, 1 Opal Street SE11 4HZ and Microsoft Teams

Attendance

Present	Apologies
Valentine Ohagwa (Estate Director) Mohammed Miah (Lambeth Council) – online Anderson Philip (online) Julien Kroll (Secretary) Mike Corney (Treasurer) – online Peter Matthews Sylvia Newman Alfredo Liguori Elvira Hernansanz Perez (Chair) Mark Rodgerson (HR consultant)	Linda Bishop

Minute taker: Julien Kroll

Items Discussed

0. **Opening**

Meeting started by introduction of everyone.

1. **HR update from Mark**

The Board received a presentation from the HR consultant summarising the rationale for organisational change, the proposed revised staffing structure and delivery model, and [redacted]

[redacted]

[redacted]

[redacted]

The HR consultant outlined a proposed future operating structure aimed at strengthening service delivery and accountability. The model includes [redacted] It also introduces greater cross-cover between roles, supported by targeted training, to ensure continuity of service during periods of absence. [redacted]

Board comments and conclusion

Board members noted that the findings were consistent with issues they have been raising for a number of years and that the conclusions also resonated with feedback received from residents. Overall, the Board welcomed having a clear set of conclusions and recommendations, and noted that this provides a basis to move forward and make the relevant organisational changes.

[redacted]

[redacted]

2. **Quorum & Previous Minutes**

Quorum was confirmed. The previous minutes were approved unanimously.

3. **Review of Action Items**

Open actions were reviewed (see Action Log).

4. **Estate Director Update**

Arrears: 83 in arrears, top 10 representing 50% of value. Still work to do. Progress stopped with office staff being on leave for extended periods (unplanned leave)

State of Void: 3 in total. 2 have been assigned today. 1 left from a diseased resident. This is quite normal as there is a lot of process to go through.

Tenancy check resume with the new temp.

The state directory suggesting doing a late-night event once a month to allow people to come into the office and pay their arrears. It allowed people we are working to visit the office and it's also a way of including better the residents. The board welcome positively the suggestion.

5. **Salary Increase**

[redacted]

[redacted]

[redacted]

[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

In the past, the board increased the salary using a mix of CPI and AWE as of 1st of Jan of the year.

Jan 2024 → Jan 2025: CPI 3.0% and AWE 5.8% ⇒ 4.40% midpoint.
Jan 2025 → Jan 2026: CPI 3.0% and AWE 3.9% ⇒ 3.45% midpoint

As the estate director increased the salary without board approval. More than the double of what the board agreed, and more than 4 times what it should have been, the proposal is that for 2026, there will be no increase.
For 2027 and the years after, the increase will take effect on 1st of April (beginning of the fiscal year) and will be calculated as described: a 50/50 ratio of CPI and AWE (as of 1 January).

The estate director can explain the reasoning to the employees and we don't penalise them forever as the standard process will resume next year.

For the cleaner we suggest her hourly rate is increased by 3.45% (this is above Lambeth increase).
For the caretaker, the salary is the London living wage which is increased every year on the 1st of January, and the increase is generally much higher than the one that we will apply.

The secretary ask the HR consultant for comments. In his opinion, the approach is fair and justified. Taking a mix of the CPI and average weekly earnings is a good approach, the HR consultant is also in agreement regarding the no salary increase for 2026.

<u>The board voted and approved the proposal unanimously.</u>

5. Sheds

Due to the absence of the office staff responsible for the shed there have been no progress. JK will help the new joiner (temp) to continue the work next week. As notice have been served, we are in a position where we can repossess shed if people have not paid.

6. Finance

Budget review: The board received the 20262027 budget at the last meeting. There has been a slight adjustment from Lambeth allowance. <u>The board agreed the budget presented unanimously</u>

7. Staffing

A) Hiring director

The Board received a proposal of salary from the estate director. The director will step out of the room so the board can discuss.

The board agreed the direct hiring of the estate director and the payment of the hiring fee to the agency. The salary proposed is align with industry standards. The direct hire was also highlighted by the HR concertante because having a temporary state director is not only a risk but an extra cost for the organisation. The board agreed unanimously

[redacted]

Estate director is invited to rejoin the room.

B) Hiring Caretaker

We then discuss the direct hiring of the two caretaker which are now under an agency. [redacted] Both will be proposed direct contracts but there will be a probation period of three months in which the state director will decide with the ground team manager whether or not the person should stay in our organisation. The board agreed this approach and decision unanimously

C) Temp worker

There is currently a temporary person to cover people being on leave. The estate director has received the agreement for one month. The board proposed that for the next 6 months she can continue to hire this person if she thinks it is needed without previous approval from the board. The board agreed unanimously

D) Gardener

The board discussed and explained with the estate director that in the past we used to have a gardener which was employed part time. At the moment we understand it's not a priority, but we would like this to be reconsidered at some point. The gardener could undertake certain tasks which are now taking the time of caretakers such as mowing the lawn and cutting the edges. We see more value in the caretaker taking care of repairs then doing some gardening. This is to be discussed in the summer again. One of the challenges in the past was that it's difficult to find a gardener that agreed to work part time in the estate but we could look into this again.

8. Others

- The Board noted insurance renewals were time-critical and agreed that the Estate Director would proceed with renewal, with an overview to be provided at the next meeting

- **Complaints:** The Estate Director reported that 2 complaints were received in April. Both were handled at Stage 1 and have not been escalated further. A review of processes identified that a shared inbox had not been consistently monitored in the past, which may have led to delays in responses. This is now being actively monitored to ensure all complaints are logged, tracked and responded to in a timely manner. The Board noted the update.

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Action Log – Open Actions from Previous Meetings (Reviewed)

Status / Notes	Action	Owner	Due
Policy in draft; will be submitted to Lambeth and presented at the next Board meeting.	Implement Wednesday tenancy checks including photos; define estate walkabout frequency (policy to be provided at next meeting).	VO	Next meeting
Paused due to leave from staff but to be resumed next week	Reconcile shed/bike tracker; issue letters to register/repossess; re-let unused Hamlet shed.	VO	Next meeting
To be completed after new parking lines are in place.	Share parking contractor enforcement guidelines and align to CCRMO policy (including Blue Badge rules).	VO	After parking lines
Ongoing: one new quote received. Still need to re-quote the previous contractor.	Obtain updated quote and schedule for repainting lines/bays (summer window).	VO	After parking lines
Visit done and quote expected today	Obtain correct CCTV quotes (garden and rear/parking); confirm legal requirements.	VO	Next meeting
Mike absent to confirm	Complete banking signatory changes (Lloyds); finish Unity Bank signatory and access for VO/MC.	MC	Next meeting

Done	Identify/appoint external HR consultant; progress contract change drafting (4/5-day requests).	VO (with Mo)	
Will be discussed in the future when all other topic are finalized	Options for resident email distribution list; liaise with Lambeth IT (Mo); consider opt-out logistics for paper notices.	JK / Mo	No timeline
Not started.	Implement new visitor permit system (£2.20, 24h).	YO	After parking lines
Paint received, waiting good weather	Caretaker to repaint parking lines.	Caretaker	To be done
Bay identified. Enforcement not started yet	Ban multiple bays per household — bring data and plan to next meeting; implement progressively.	YO	Next meeting
Not started	Engage with the four residents in arrears to agree repayment/collection plan and update the Board.	VO	By next meeting
Done	Display shed policy on information board; prepare and distribute resident letter; open sign-up list for shed allocation.	Office / VO / JK	By next meeting
Done	Establish FireBox assistance register per tower (tick-box list); draft resident communication and align with data protection requirements.	VO / Office	By next meeting
Not completed.	Provide Parking Tracker (data and allocation) similar to	VO / JK	By next meeting

	the shed tracker for Board review.		
Done	Prepare options to address £30k projected deficit (savings/efficiencies and revenue options) linked to staffing plan.	MC / VO	By next meeting
Started.	Draft “book-to-dispose” rubbish policy (including indicative fines and enforcement steps) for Board approval; validate legal basis with Lambeth.	ALL	Discuss next meeting
Done	Circulate updated Code of Conduct and Confidentiality for signature at the next meeting.	VO	Next meeting
Not started	Confirm with the fire team that the proposed new parking lines and bays comply with vehicle access requirements.	JK / VO	Before approving parking lines
Not started	Provide a service charge position summary and proposed next steps to the Board.	VO / MC	Next meeting
Done	Review the January salary increase calculation for the previous year and draft a proposal for Board vote (50/50 CPI/AWE).	JK / VO	Next meeting
Started	Start shed repossession process and prepare a reallocation plan (timeline and communications).	Office / VO	Next meeting
Not done	Provide updated shed tracker summary, including	VO	Next meeting

	current shed arrears and expected impact of repossessions.		
Done	Share current-year forecast and confirm projected year-end position (including key drivers for variance).	MC / VO	Next meeting
Done	Provide exact agency cost figures to board prior to proceeding with employment change.	VO	As soon as available
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Done	Review the newly received budget and circulate a summary of key changes (including Lambeth increase impact).	MC / VO	Next meeting

New Actions – 13 May 2026

Action	Owner	Due
Hire of director and caretaker	VO	Next meeting
Discuss Gardener	VO/Board	Summer
Obtain quote for new auditors	VO/JK/	Next meeting

Prepared by: Julien Kroll (Secretary)