

National Private Tenants Organisation

Business Plan

2013 – 2018

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## Executive Summary

NPTO's Vision is of professionally managed, secure, decent and affordable private rented homes making a full contribution to sustainable communities. We will achieve this Vision by:

- *Influencing policies, regulations and systems*: raising awareness and co-ordinating efforts to bring about policy change to ensure safe, secure and decent homes;
- *Impacting the well-being of tenants, families and communities*: by building a research and evidence base, strengthening the grassroots action and the tenants' voice, providing direct support to tenants, and building alliances to broaden capacity.

We believe that a national voice for private tenants will help to unite the vulnerable and the more articulate to force fundamental change. Without a national organisation the genuine voice of tenants will not be heard or understood.

We have developed a rigorous approach to achieving our **Theory of Change**, with enabling outcomes, defined causal links between these outcomes, and indicators that will tell us if each outcome is being achieved:

**We want to live in a community where private rented homes are safe, secure and decent....so we are going to raise awareness of the issues and campaign for minimum standards, longer tenancies and regulation of landlords and letting agents:**

We will know we have achieved this when:

- 75% of landlords voluntarily subscribe to national public register of landlords;
- Landlord licensing is introduced and enforced;
- Tenants feel able to address issues with their landlord;
- Tenants feel able to address issues with their agent;
- More homes meet decency standards;
- We have positive dialogue with all Local Authorities; all have robust PRS strategy; every LA effectively monitoring and enforcing standards;
- There is increased professionalism and improved relationships between landlords and tenants;
- Tenants have confidence that things will be fixed and do not fear eviction.

**We want the quality of life and well-being of private tenants (ourselves, our neighbours and friends) to improve....so we are going to work with other agencies to build grass roots support, provide information and advice, and enable private tenants to assert their own voice. We will know we have achieved this when:**

- Private Tenants and Private Tenant Groups:
  - make contact with their MPs, lobby their local authorities;
  - gain representation on local housing bodies, e.g. Housing Forums;
  - take part in local housing consultations;
- We see increased active support from politicians;
- Tenants' quality of life, happiness and contribution to the community increases.

**We want private rented homes to be affordable .....so we are going to maintain a focus in all our campaigning activity on reducing costs and making rent increases less exploitative and more predictable. We will know we have achieved this when:**

- Landlords are satisfied with returns from longer term lets and the majority offer them;
- Tenants stay in one property for longer and feel secure in the length of tenancy;

- Tenants feel their tenancies are more affordable and more secure, with reduced fees and a protected rent deposit;
- No vulnerable tenant is paying more than 35% of their income in rent (except through choice);
- We have improved living conditions and a decent home for all vulnerable tenants.

We are certain that NPTO is the only national organisation exclusively of private tenant groups and individual tenants and is therefore a genuine and unique voice for private tenants. We are aware though, that successful achievement of the change we seek will require NPTO to work closely with others and have specific activities to maximise the combined impact of all those who share our Vision and Theory of Change.

We believe it will cost £1,263,000 to deliver this Plan in the three years from 2013 to 2016. The majority of this cost (£848k or 67%) consists of salaries: we plan to hire a core permanent team of 5 staff and to supplement this team with surges of contract staff at critical periods to make best use of scarce resource. After salaries, our biggest expense will be related to our campaigning activities, in particular delivering our own conference and attending other conferences (including all main party political conferences) thereby building a high profile presence to publicise our agenda for change.

We will commission an interim evaluation at the end of 2014 to assess progress in our first eighteen months of operation and if necessary to make changes to our approach and plan. A more detailed external evaluation and report in 2016 will assess the outcomes and impact of our first three years of operation. This report will both inform current funders and other interested parties and strengthen applications to future potential funders.

As a new organisation, we will use all insights to refine and if necessary to change our approach. We will embrace what we learn (the negative as well as positive) to become even more effective in the future. We will facilitate this process by sharing evaluation data with our staff, members, affiliates, collaborators and funders, asking what we could do differently to achieve even more.

## Vision, Mission and Theory of Change

### Vision

The vision of NPTO is for professionally managed, secure, decent and affordable private rented homes making a full contribution to sustainable communities.

### Mission

Our mission is to drive this change by working with private tenants and other partners to ensure safe, secure, decent and affordable private rented homes. We want tenants to have an equal opportunity to live a good quality life as part of their local community. We will achieve this by:

- *Influencing policies, regulations and systems*: raising awareness and co-ordinating efforts to bring about policy change to ensure safe, secure and decent homes
- *Impacting the well-being of tenants, families and communities*: by building a research and evidence base, strengthening the grassroots action and the tenants' voice, providing direct support to tenants, and building alliances to broaden capacity

### Theory of Change

We have a bold, ambitious but realistic aspiration for the private rented sector and for the 3.8 million households<sup>1</sup> in private rented homes. In 2010 almost 1.4 million of these homes did not meet basic decency standards<sup>2</sup>, and there are now more children living with their families in the private rented sector than live in social housing (1 in 5 private tenancies house families with children<sup>3</sup>), and the numbers are growing. By 2016, 20% of all homes will be in the private rented sector, and there is a huge need for big changes to be introduced to ensure minimum decency standards exist. Private tenants seek an improved quality of life in a safe, secure, decent and affordable home.

*"We try our hardest to pay rent, work and survive and still they want to take our home away with nowhere to go – it's not fair"*

We are certain that we can achieve our vision for a quality private rented sector and have developed a rigorous approach rooted in our Theory of Change (full details are in Appendix One).

*We want to live in a community where private rented homes are safe, secure and decent....so we are going to raise awareness of the issues and campaign for minimum standards, longer tenancies and regulation of landlords and letting agents.*

*We want the quality of life and well-being of private tenants (ourselves, our neighbours and friends) to improve....so we are going to work with other agencies to build grass roots support, provide information and advice, and enable private tenants to assert their own voice.*

*We want private rented homes to be affordable .....so we are going to maintain a focus in all our campaigning activity on reducing costs and making rent increases less exploitative and more predictable*

<sup>1</sup> DCLG English Housing Survey Headline Report 2011–12

<sup>2</sup> Shelter (2013) *Growing up renting: a childhood spent in private rented homes*

<sup>3</sup> Shelter 2013

## History and past achievements

NPTO was formed in September 2011 by members of Brent Private Tenants' Rights Group, Blackpool Private Tenants Forum, Camden Federation of Private Tenants and Scarborough Private Tenants Rights Group. It has since been run by a management committee of volunteers with a wide knowledge of the sector giving up their time to establish the first national voice for private tenants. We formed in response to a groundswell of calls for a national campaign to bring about professionally managed, safe, secure, decent and affordable private rented homes in sustainable communities.

Since its inception, NPTO has been invited to contribute to local and national consultations on a number of housing related issues and is increasingly being asked to intervene to establish both a service platform for private tenants and to influence policy change. Representatives of NPTO have spoken in national media and NPTO has already made use of a wide range of communication channels to campaign. Other achievements include:

"The problem is not just evil landlords scrimping and saving. It's the lack of care of most of them, even the ones that have good intentions."

- Secured a seat on one of the Department of Energy and Climate Change Green Deal working groups
- Invited to submit oral evidence to two Select Committees
- Invited to speak on national media (radio, TV and online)
- Reached a wide audience through use of social media and website
- Responded to a number of enquiries from local authorities requesting our views on a range of housing issues
- Gained substantial support for an electrical safety campaign.

## Stakeholders

Housing affects everyone in the country. Rent and mortgage payments are usually the largest cost in any household budget as shown in the Joseph Rowntree Foundation's analysis of typical family costs<sup>4</sup>. Individuals who would traditionally have been housed in social housing are now more likely to experience the private rented sector. Even owner occupiers have a stake in the sector: as neighbours, buy to let or accidental landlords, or as parents whose adult children can't afford to leave home or face problems as renters if they do. Housing is also a key priority for governments both in terms of general well-being and as an integral part of the economy. In the past decade there has been keen interest by policy makers in the potential of the private rented sector to support a flexible and responsive housing market.<sup>5</sup>

A wide range of parties is therefore interested in the creation of a successful, high quality private rented sector, and each will have a different understanding of the issues and solutions, different priorities and different criteria by which they will judge success. Appendix Two contains a high level analysis of NPTO's stakeholders. The analysis draws out these differences, and establishes a set of priority relationship development strategies (to be reviewed periodically) that will be critical to our success, with some significant stakeholders who will be given special attention:

<sup>4</sup>A minimum income standard for the UK in 2012, Joseph Rowntree Foundation, 2012

<sup>5</sup>The private rental sector: its contribution and potential, Julie Rugg & David Rhodes, University of York, 2008

- Priority One - *encourage and reinforce*: 32 stakeholders in this category, 7 highlighted as significant and worthy of special attention
- Priority Two - *persuade and influence*: 17 in this category, 1 highlighted as significant and for special attention
- Priority Three - *encourage and share*: 12 in this category
- Priority Four - *target for action or monitor*: 3 in this category, 2 highlighted to be targeted for special attention to shift the balance of power

## Market

### Key trends and market needs

For decades, private renting has been housing's 'Cinderella' sector. It has traditionally been viewed as the sector that houses middle income people who choose to live there, usually for a relatively short period until they decide to settle down in their own (owner-occupied) home. The market could take care of itself. Politicians' focus for vulnerable people and those who could not afford to buy was on social housing. In the post-War years Governments actually competed with each other over how many homes each could build.

"I rent a reasonably good flat in a posh part of town, but a combination of absentee landlord, ancient fittings and poor agent meant that potentially lethal wiring was only identified and replaced when acrid smoke started pouring from the walls as the wires had melted through."

In the 1980's social house building was brought almost to a halt. The stock of existing social rented homes dwindled through demolition of 'sink estates' and many ill-designed tower blocks, and much of the best stock disappeared through Right-to-Buy.

The very few initiatives to improve private housing standards such as 'enveloping' and other area regeneration schemes were among the first victims of the squeeze on local authority budgets which started in the days of 'rate capping' (1985) and continues to this day. The handful of local authorities employing pro-active enforcement teams to inspect private rented homes quickly disappeared and so-called 're-active' Environment Health Officers were reduced to a minimum. Meanwhile, security of tenure for new private tenancies was removed by the Housing Act 1988, so few tenants could afford to complain about conditions without the risk of eviction.

As scarcity of social housing rose, people in housing need were encouraged to find private rented homes, and assisted with measures such as 'Tenancy Deposit Guarantees'.

The number of vulnerable, often multi-disadvantaged families in the private rented sector has continued to grow steadily, despite it being almost wholly unregulated and un-policed. In areas with the greatest scarcity of social rented homes, there have been more children in low income families living in insecure private rented homes than in social housing since about 1997. The slums which were cleared in the 1930's have returned.

Despite this, the poor conditions and lack of professional landlords has only caught the attention of the media since the onset of the recession, restricting borrowing which, combined with high house prices has created 'generation rent'.

The long neglect of these needy families is a scandal. Our analysis of the problem in Appendix One shows that we now have a private rented sector providing unaffordable

accommodation which in 35% of cases is unsafe or poor quality and whose tenants are struggling to put down roots and invest in either their homes or communities.

But 'generation rent'<sup>6</sup> is also an opportunity. Generation rent has grown up to assume that consumers have rights. They are starting to protest about their own living conditions, but they are also becoming aware of those who are in even worse situations and whose vulnerability and lack of support has led in many cases to oppression and to social and financial exclusion.

"I have been living in a studio flat where there are some health and safety issues: damp patches in my room, no hot water and mould growing on my things. I need to know what I can do."

We believe that a national voice for private tenants will help to unite the vulnerable and the more articulate to force fundamental change. Without a national organisation the genuine voice of tenants across England will not be heard or understood.

### **Other players, potential partners and the political landscape**

Successful achievement of the change we seek will require NPTO to work closely with others: in the private rented sector, in government, in the media, and more broadly with those who work with the most vulnerable in society. Our Stakeholder Analysis in Appendix Two assessed all the players in the market and identified that a number of individuals and agencies are both closely aligned with our aims and in a position of power and influence. These will be the focus of our initial collaboration and partnership work. They include local private tenant groups, the Joseph Rowntree Foundation, Lord Best's Private Rented Housing Forum, the Housing Ombudsman Service, Citizens Advice and Shelter.

There are a number of agencies that have little alignment with our agenda for change and who either wield considerable power or represent groups with significant vested interests in the market. We will identify ways to either influence these agencies to change their position or to reduce the effect of their lobbying by raising awareness of the counter arguments. These groups include the Residential Landlords Association, the Council of Mortgage Lenders, the Financial Conduct Authority and individual and corporate property investors.

Others may share one or more of our objectives such as the National Landlords Association, the British Property Federation and the Association of Residential Letting Agents, all of whom strongly support the regulation of letting agents and who actively work towards increased standards, but who oppose statutory regulation of landlords. We have specific plans to engage and build on our common ground.

Political support for our agenda is very weak in the Conservative Party. There are initiatives to stimulate investment in the private rented sector but regulation or changes to tenancy law are not being considered. By contrast both the Labour Party and the Liberal Democrats are considering various policy options, most of which fit with NPTO's agenda including mandatory licensing, a national register of landlords, giving local authorities powers to drive up standards, regulation or a voluntary code for letting agents and longer term tenancies. A key part of our strategy will therefore be to influence the policies and manifestos of these parties in the run up to the next General Election. The next election may see our agenda rising even higher up the list of political priorities due to the fact that key swing seats in London and South East have the greatest increase in private renters<sup>7</sup>.

<sup>6</sup>[http://www.resolutionfoundation.org/media/media/downloads/Housing\\_Report\\_Final.pdf](http://www.resolutionfoundation.org/media/media/downloads/Housing_Report_Final.pdf)

<sup>7</sup> Inside Housing, February 2013



## Target markets

To achieve a national voice as well as momentum for policy change, NPTO must secure a firm, active and growing membership **and** support from affiliated individuals and organisations with a geographical spread across England.

### MEMBERS

#### *Individual tenants*

One of the barriers to the development of a collective private tenants' voice is that private tenancies are dispersed throughout communities and private tenants are not always easy to identify. Unlike social housing tenants they do not live on large estates, nor do they share a common landlord. The first target market is therefore the individual tenant using a variety of general publicity channels since it is not possible to target publicity by names or addresses.

"After a recent bad experience with my previous landlord involving poor electrics and getting nowhere with the local environmental health, I have considered starting an e petition and try raise more awareness about these rouge landlords and their cowboy trader friends."

#### *Local groups of tenants*

A key objective for NPTO is the building of a national voice for private tenants. We cannot do this alone from the centre. Meaningful national coverage will be achieved through a wide network of empowered local tenants' groups who will provide evidence of what is really happening on the ground. The small number of nascent tenants' groups will be encouraged to join NPTO if they have not already done so. Individual tenant members will be encouraged and supported to form local groups. The second target market is therefore local tenants' groups who can be contacted directly using NPTO's existing contacts and networks.

### AFFILIATES

Affiliates are individuals and organisations who support NPTO's agenda for change. The focus for targeting potential affiliates is:

- i) To raise awareness among individuals and organisations who can either directly or indirectly further NPTO's objectives
- ii) To encourage and assist affiliates to pursue actions which will directly or indirectly further NPTO's aims
- iii) To generate income for NPTO through fees and commissioning of NPTO consultancy services (e.g. to support Local Authorities to build their PRS strategy/capacity build local tenant groups).

#### *Individuals*

Those involved in housing in a professional, political or personal capacity who support our objectives. These might be members or officers of local or regional housing authorities, MPs or professionals bringing expertise relative to one or more objectives such as electrical safety.

#### *Organisations*

These include voluntary and community groups; local and regional housing authorities; trade bodies. Local authorities will be particularly important affiliates with a key role in a) providing support for emerging tenant groups and b) developing policies, strategies and services for the private rented sector that are based on consultation with private tenants.

Members will get help from NPTO to establish and develop local campaign groups. They will get their voice heard nationally and will be able to shape what NPTO is doing nationally for private tenants. They will have networking opportunities and a sense of solidarity.

Both members and affiliates will receive e-alerts about new developments in the PRS and NPTO's campaigns.

### Positioning statement

We have identified other organisations that are also trying to influence policy in the private rented sector. We have reviewed their objectives and strategies, assessed their strengths and weaknesses and considered how we are different from them (see Appendix Three: Other Player Analysis). We are certain that NPTO is the only national organisation exclusively of private tenant groups and individual tenants and is therefore a genuine and unique voice for private tenants.

"We are treated as second class citizens but have to pay top rents, get a poor service and if we complain we get evicted."

There are already a number of vibrant and successful private tenant groups in existence, notably the four groups that founded NPTO: Brent, Camden, Scarborough and Blackpool. However, their capacity for policy influence is greatly reduced by the fact that they do not represent the whole country. NPTO will be able to:

- Encourage the formation and growth of private tenants' groups across the country thereby creating a loud, national voice and strong local representation;
- Collect evidence of issues that tenants are experiencing at grass roots across the country and use this to develop an informed set of arguments to lobby for change;
- Encourage private tenants' groups to form natural local alliances to strengthen the local voice and influence local councillors and constituency MPs;
- Offer economies of scale by producing briefing materials that can be used by many different groups.

### Three Year Strategy within the five year business plan

We have set ourselves a clear and measurable programme of change. However, we recognise that we must retain flexibility to take advantage of unforeseen opportunities to further our objectives or to re-direct resources from initiatives that prove to be less productive than expected. The Vision and Mission, along with the Theory of Change are expected to remain the same throughout at least the five year period of this Plan.

### Key initiatives for the plan period

Our strategy from 2013 prioritises the following eight themes, and more detail on each can be found in Appendix Four:

- At the heart of our drive for change are *minimum standards* as a precondition of letting; it is the single most important contributor to addressing poor housing conditions;
- The foundations for minimum standards will be laid with the introduction of a *national register of landlords*, creating a communication channel for good practice, and leading to a system of landlord licensing to drive out unscrupulous behaviour;

- A focus on encouraging *long term tenancies* combined with *licensing of letting agents* (stopping exploitation through unjust charges) will provide assurance for tenants and allow them to invest in their home and community;
- Bringing safety to the home via our *electrical safety campaign* will be a quick win en route to more comprehensive minimum standards, and will immediately demonstrate the value of committing to standards;
- In parallel we will rapidly *build our membership and affiliate base* enabling us to speak with the authority of a growing and active membership and a broad base of support with a geographical spread across England, and provide some limited direct services to private tenants where it is not feasible to build private tenant groups;
- All of this will be underpinned by a *programme of research, policy development and awareness raising*, enabled by *organisation development of NPTO*: our focus will be on targeting resources to ensure a measureable return on investment;
- Towards the end of the 3 year period we will review progress and reassess strategic priorities to achieve the change vision we seek.

### Strategy beyond 2016, progress towards ultimate aim

By 2015 we expect to have a strong membership base with a voice which will help us to remould objectives not yet achieved and introduce new priorities based on members' experiences and priorities.

We expect to consult members and affiliates about the pros and cons of regional or even sub-regional structures. Whether or not we introduce a formal regional structure, it is anticipated that tenants and tenants' groups in different parts of the country will develop campaign priorities which reflect differences in the private rented market. For example, London private tenants are likely to place more priority on the need to curb rent levels and to ensure that welfare benefits reflect the higher cost of living in London.

We will also look at whether our informal links with tenant led work in the devolved countries need to be formalised in any way.

"I have had considerable disrepair issues at the property for some time now, and was forced to take action against the landlord, who has since resorted to harassment, intimidation and malicious conduct; he has also not repaired the works."

Housing Associations which are today beginning to invest in building for the private rented sector to be owned and managed by them will by 2016 be established landlords of mixed social and private rented homes. We will therefore wish to develop our dialogue with housing associations and with their private tenants. This could result in specific demands to be made of housing association landlords, or we might be encouraging them to expand their portfolios to take over existing private rented stock to replace landlords who have left the market because they are unwilling or unable to comply with minimum standards.

We plan that, by 2016, we will have a sustainable income for our core activities which may call for the establishment of a social enterprise. We also hope to become a leading player internationally through the International Union of Tenants (IUT).

### Significant partners and key collaborative relationships

Our key partner will be BPTRG (to be known, from May 2013 as Advice4Renters). We will have a formal agreement with them to share office space in their Private Tenants' Advice Centre in NW London. The Centre is fully accessible with a small play area and disabled toilet/ baby changing room. It has excellent transport links to Central London/Parliament and City Hall.

In drafting the partnership agreement both parties will be looking to maximise social and financial value from the arrangement. For example, we will explore the cost value of shared IT support and/or accountancy services and may also share some volunteers/volunteer costs. We envisage sharing equipment (printers, franking machine), recording usage by each.

An office upgrade and improved layout is in train and NPTO will wish to extend these proposals to ensure that there is an adequate and pleasant working environment with space for meetings and for short-term contract staff.

The constant flow of clients to BPTRG's Housing Advice Centre will be one source for NPTO's case studies, data collection, Focus Groups, etc.

The other founding members of NPTO will also remain significant partners.

NPTO has already forged a partnership with Shelter who are affiliated to NPTO. We anticipate that this partnership will become significant over the coming year as they are focussing much of their campaign work on the private rented sector.

"Private tenants should have a voice because they are all too often some of the most exploited people in our society, yet chronically overlooked by those in power. We need to do more to root out rogue landlords, make rents affordable and prevent unfair evictions."

## Organisation

### Governance

NPTO believes that it is vital to recruit a strong Board of Trustees who are well-known in their respective fields. We will seek those who can combine the ability to act as spokespeople for the organisation with competent governance skills and commitment to our Theory of Change.

We will become a registered charity in 2013 (we have already applied to HMRC for Gift Aid registration). We will build a governance structure through:

- Skills analysis
- Gap analysis
- Job descriptions (linked to delivering our Theory of Change)
- Open recruitment and training
- Geographical and stakeholder coverage
- Quarterly face to face Board meetings will be held with telephone conference for any additional meetings that may be needed
- The Board will decide whether any sub-committees or time limited task groups are required to support the work
- Risk management policy development, along with other policies and procedures
- We will look at options for membership representation in year 2 or 3 of the Plan

It is likely that the Board of Trustees will wish to see NPTO registered as a limited company. Professional advice will be sought to ensure that the governing document (Memorandum and Articles, if and when a Company is registered) is fit for purpose and reflects the Vision, Mission and Theory of Change outlined in this Plan.

## Management, structure and staffing

To make best use of scarce resource we will take a pragmatic approach to staffing, using a permanent core of highly skilled staff supplemented by targeted use of temporary and volunteer staff on a flexible basis.

### FLEXIBLE STAFFING

Temporary contract staff will be used to cover:

1. *Rapid capacity building:*
  - Year one development of the membership and affiliate base
  - Year one research and materials development to inform the various campaigns
2. *Peak times (such as the 4 months prior to a general or local election)*

Volunteers will be used to underpin campaigning activity and enable private tenants to co-create, have active involvement, and feel ownership.

### PERMANENT CORE

The permanent core will be made up of:

- Full time Director
- Full time Policy/Campaigns officer x 2
- Full time Membership officer
- Full time Admin& Communications officer

#### *Brief role outlines:*

<b>Director</b>	<ul style="list-style-type: none"> <li>• Creates annual Service Plan to support strategic direction of NPTO</li> <li>• Financial accountability to the board</li> <li>• Preparing reports to the board</li> <li>• High profile lobbying</li> <li>• Recruits manages and terminates employment of staff</li> <li>• Ensures compliance with legal and regulatory requirements</li> <li>• Performance and project management</li> <li>• Volunteer strategy</li> <li>• Fundraising</li> <li>• Communications and marketing</li> </ul>
<b>Policy/Campaigns officer</b>	<ul style="list-style-type: none"> <li>• Research</li> <li>• Policy development</li> <li>• Preparation of case studies and campaign materials</li> <li>• Lobbying nationally and locally</li> <li>• Liaising with political parties, government, local authorities, other voluntary organisations</li> <li>• Carry out consultancy work</li> </ul>
<b>Membership Development officer</b>	<ul style="list-style-type: none"> <li>• Establishing and supporting local groups</li> <li>• Capacity building in local communities</li> <li>• Complex tenant queries</li> <li>• Carry out consultancy work</li> <li>• Training and deployment of temporary membership development assistants</li> </ul>
<b>Admin &amp; Communications officer</b>	<ul style="list-style-type: none"> <li>• Develop the governance systems and service Board meetings</li> <li>• Co-ordinate the day to day work of volunteers</li> <li>• Fundraising support</li> <li>• Develop and maintain IT systems and website</li> <li>• Data recording and reports</li> <li>• HR admin, leave, training records</li> <li>• Servicing team meetings</li> <li>• Support communications and marketing</li> </ul>

- First point of call for enquiries

Job descriptions can be found in Appendix Five.

## Financial Projections

We have prepared a full and realistic budget to enable us to deliver our Business Plan. This is set out in Appendix Six along with projections for our reserves, cashflow, balance sheet, earned income and staff costs.

	2013/14	2014/15	2015/16	2013/16 TOTAL
<b>Income</b>				
Grants	370,000	575,000	410,000	1,355,000
Earned income	3,750	22,325	41,125	67,200
	<b>373,750</b>	<b>597,325</b>	<b>451,125</b>	<b>1,422,200</b>
<b>Expenditure</b>				
Staff	212,945	426,778	261,328	901,051
Office	21,475	20,167	20,365	62,007
IT	14,150	11,400	10,150	35,700
Campaigns	35,605	64,605	33,605	133,815
Professional Fees	17,000	14,500	15,500	47,000
Depreciation	3,000	3,000	3,000	9,000
Contingency	10,000	10,000	10,000	30,000
Non recoverable VAT	16,646	14,434	13,824	44,904
	<b>330,821</b>	<b>564,884</b>	<b>367,772</b>	<b>1,263,478</b>
<b>Surplus/deficit</b>	<b>42,929</b>	<b>32,441</b>	<b>83,353</b>	

We believe it will cost £1,263,000 to deliver this Plan. The majority of this cost (£848k or 67%) consists of salaries. We plan to hire a core permanent team of 5 staff and to supplement this team with surges of contract staff at critical periods. For example we will employ extra resource in the first nine months to be able to hit the ground running with good quality case studies and policy research. We will also have surges before local and national elections and in 2014 when we plan to stage a national conference.

After salaries, our biggest expense will be related to our campaigning activities, in particular delivering our own conference and attending other conferences (including all main party political conferences) thereby building a high profile presence to publicise our agenda for change.

We plan to build a small earned income base from consultancy and member/affiliate fees. However, the majority of the people on whose behalf we are campaigning will not be able to contribute financially to our work. We will therefore seek grant funding of £1,355,000 spread across the period. This will leave us with just under six months running costs at the end of the three year Business Plan.

## Impact Measurement

We believe that it is vital to embed impact awareness and measurement into NPTO's leadership, culture, planning and everyday working practices. It will help us to be

accountable to our stakeholders, to continually learn and improve, and above all to achieve our goals and Theory of Change.

Our Theory of Change will be fundamental to this work. It will be referenced in our staff's job descriptions, annual objectives and performance appraisals. It will be used to inform our Board and management decisions and resource allocation. Finally it will form the framework of our performance management.

## **Approach**

NPTO's vision is of professionally managed, secure, decent and affordable private rented homes making a full contribution to sustainable communities. To measure our progress towards achievement of this vision, in Appendix One we have identified the enabling outcomes, the causal links between these outcomes and the indicators that will tell us if each outcome is being achieved. We will collect evidence and report against our indicators using the monitoring and evaluation processes described below.

Measuring the impact of awareness raising and social policy work can be challenging. It is difficult to quantify shifts in perception and there are many stages along the road to the lasting policy and behavioural changes that we are seeking. There are also challenges around the extent to which change can be attributed to NPTO as opposed to other players in the market. We are aware of these challenges. We have provided a range of indicators (minima => maxima) to show our progress along the road to lasting change, and we have done detailed stakeholder and other player analyses to ensure that in addition to understanding how best to work with other organisations, we are also aware of their likely contribution to change.

## **Monitoring and evaluation**

Embedding cost effective monitoring and evaluation into our everyday practice will be key to our ability to measure our impact. We will employ external consultants when the organisation is being established to advise us on the best monitoring and evaluation tools and processes to put in place. They will be expected to gather information about our inputs (in particular how our staff spend their time) and about the indicators that will show if we are reaching our outcomes. At the outset we will also agree our baseline information so that we can clearly measure the change created by our work. Given the collaborative nature of the campaign for policy change these baselines will be discussed and benchmarked with other campaigners.

Reports produced by these means will be compared against targets and milestones by both staff and Trustees. These reports will be complemented by feedback from members, affiliates and other partners collected both formally (surveys, etc.) and informally, (comments on website, complaints and testimonials, etc.). Progress wall charts may be used as a visual reminder for staff of progress against each key outcome. The Trustees may also wish to set up Steering Groups to oversee one or more of the key outcomes in more detail. In addition to challenging the NPTO team to achieve their goals, we believe that this approach will be highly motivating to our staff and Trustees enabling them to celebrate NPTO's success and their individual contributions to change.

We will commission an interim evaluation at the end of 2014 to assess progress in our first eighteen months of operation and if necessary to make changes to our approach and plan. A more detailed external evaluation and report in 2016 will assess the outcomes and impact of our first three years of operation. This report will both inform current funders and other interested parties and strengthen applications to future potential funders.

## Learning from our work

A key benefit of impact measurement is the insight it provides into which interventions are having the greatest effect. As a new organisation, we will use this insight to refine and if necessary to change our approach. We will embrace what we learn (the negative as well as positive) to become even more effective in the future. We will facilitate this process by sharing evaluation data with our staff, members, affiliates, collaborators and funders, asking what we could do differently to achieve even more.

## Risk and Risk Mitigation

### Risk attitude/appetite

Whilst NPTO will pursue the strategy to deliver the change we seek with passion and commitment, we recognise that there are some minimum standards which must be met:

- The board will always be prudent when considering financial risk, and will always ensure sufficient reserves to wind up the organisation
- We will always ensure we are compliant with legislation and regulations, have proper regard for health and safety, and proper protection by insurance

In all other cases, our decision making criteria will be guided by: our Mission; the need to deliver in line with our Theory of Change, and the need to be congruent with our value base and not compromise our Principles. These are to be:

- Fair
- Democratic
- Credible (and supported by an evidence base)
- Acting with integrity
- Well-argued and realistic
- Constructive

### Reputational risks and mitigators

Risk	Level	Mitigation
Members voice concern that we are not achieving quickly enough or that we do not share their priorities	LOW	We will conduct member consultation and review operation in light of findings
Austerity deepens and weakens political commitment to the PRS	MEDIUM	We renew and increase our campaign activity
Party or Parties with least commitment to address our objectives form the next Government	MEDIUM-HIGH	We endeavour to obtain some concessions via amendments to Government bills or regulations. We work hard to increase voluntary compliance through local authorities, landlord associations and accreditation schemes.
Some of the organisations NPTO has to collaborate with are not viewed positively by others	LOW	We will use our value base, Mission and the need to achieve the Theory of Change as the prime decision making criteria for selecting those to work with, and will have a well-argued position and rationale.
Members and/or affiliates may be involved in practices that NPTO would not wish to associate with	LOW	We will have a Code of Practice and will curtail the association if this is contravened.



### Financial risks and mitigators

Risk	Level	Mitigation
Unforeseen expenditure	LOW	The Budget will be closely monitored and 12 month cashflow forecasts will be produced each month along with management accounts.
Lack of reserves	HIGH	We will build unrestricted reserves amounting to six months of annual expenditure from core grant funding, membership subscriptions and affiliation fees. We will explore opportunities for fee paying work such as offering speakers, consultancy services or undertaking action research
Insufficient grant funding	HIGH	We will carefully monitor grant fundraising and can scale down our activities if funding is not forthcoming

### Operational risks and mitigators

Risk	Level	Mitigation
<i>Human Resources</i>		
Recruitment process does not identify appointable candidate/s	LOW	Careful thought to J/D and P/S; wording and placement of ads
Staff performance inadequate	LOW - MEDIUM	Regular supervision and appraisal with performance programme
<i>Membership</i>		
Tenants and/or groups fail to join	LOW	Review marketing and subscription levels; alternative model of tenant engagement
<i>Campaigns</i>		
Campaign objectives/targets not met	MEDIUM	Strategies reviewed in the light of experience and views of members
Key collaborators such as the NLA or BPF decide they cannot work with us	MEDIUM	Carry out full needs analysis, and really understand the relationship. Have an early dialogue and sound them out. Work out the benefits for them to work with us. NB NLA only represent 6% of landlords

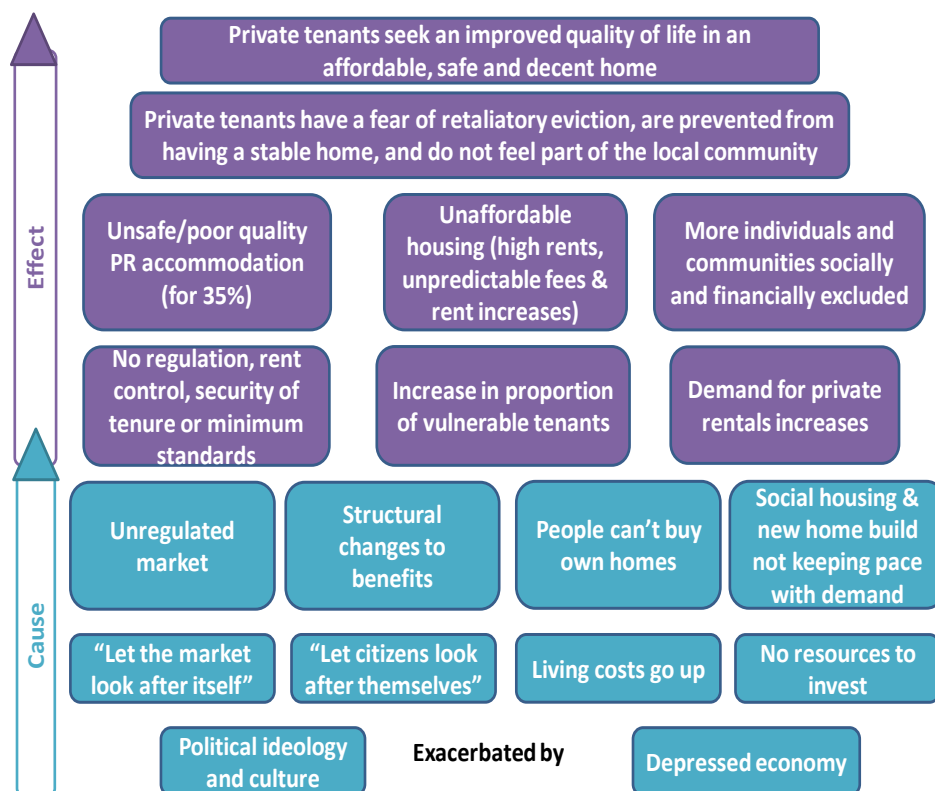
## Appendix One: NPTO Theory of Change

Our Theory of Change is comprised of four elements:

- A definition of the problem we are tackling
- A map of how we intend delivering our vision for change: the outcomes we are seeking
- The assumptions that we've made
- A detailed analysis of how the activities in this Business Plan will deliver the outcomes and bring about the change, with success indicators

### Problem definition

The root causes and the effects of the problems we are addressing are complex and interlinked:

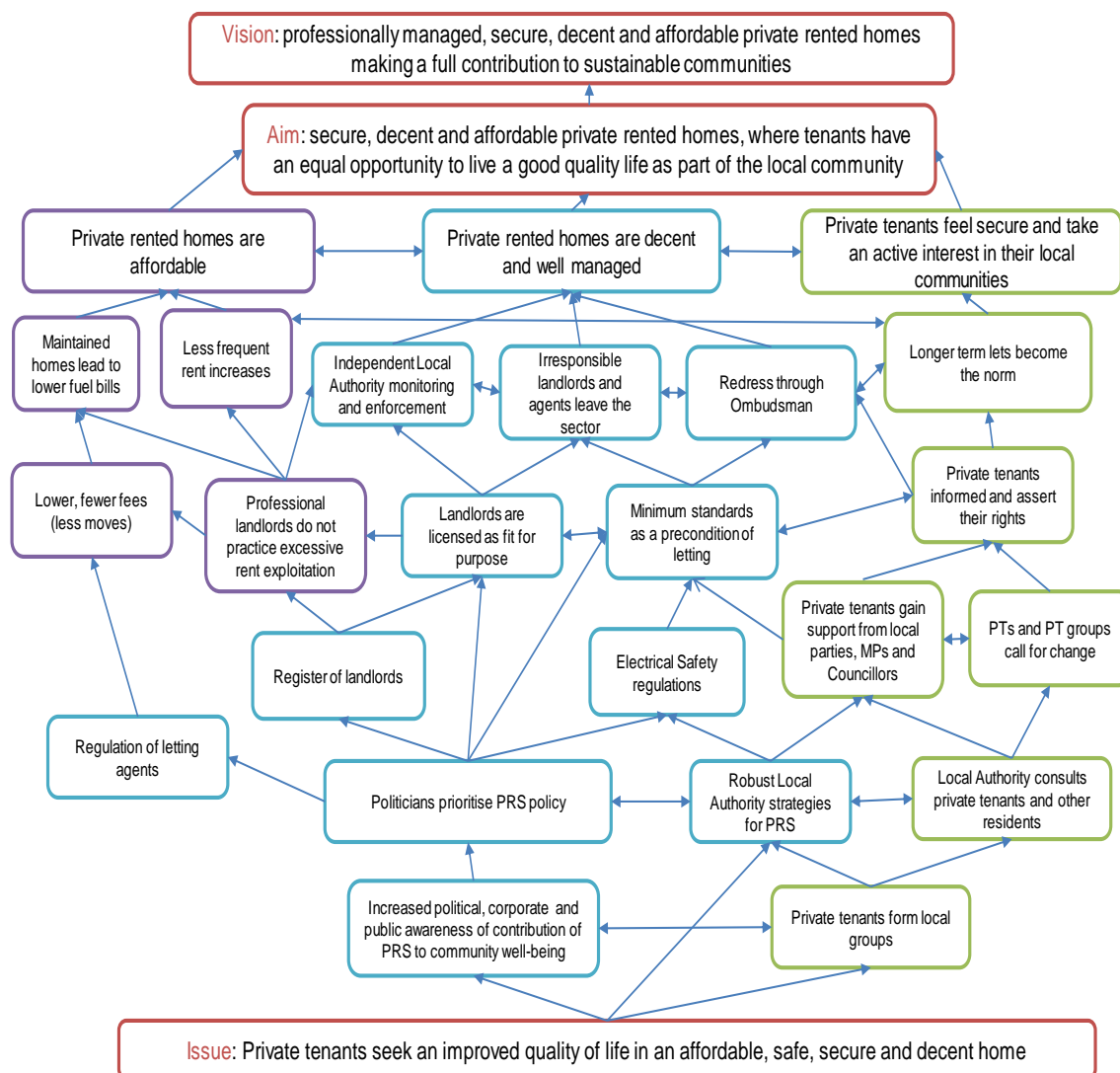


The political ideology driver is exacerbated by:

- An entrenched English culture relating to property of ‘ownership confers all rights’ going back to feudal times, e.g. the land **lord**
- Traditionally the number of disaffected renters who are eligible and registered to vote has been too small to provide a political imperative to address their concerns (but this may be changing now)
- Whilst escalating house prices present major problems for would be first time buyers (‘generation rent’), the majority of existing owners do not object to seeing their assets increase in value so there is little motivation to change the status quo
- Society relies upon citizens having a home to sell to fund increased costs of living later in life: home ownership is the only savings ‘pot’ some people have access to

## Theory of change

This Theory of Change represents both the vision of NPTO and the overarching context within which the NPTO strategy will operate. This Business Plan seeks to bring about the first steps required to deliver the change and meet the outcomes and success indicators outlined overleaf; future business plans will complete the work.



## Assumptions underpinning the NPTO Theory of Change

1. Professionally managed, secure, decent and affordable homes will contribute to more sustainable and cohesive communities
2. Politicians will prioritise PRS policy when they have increased awareness of the PRS contribution to community well-being and understand the Theory of Change
3. Awareness raising and campaigning activity will lead to PRS legislation taking precedence over other legislative priorities
4. Regulating landlords along with minimum standards will have the domino effect of improving the quality of accommodation
5. Properly maintained homes and less frequent, more predictable rent increases will make homes more affordable
6. Fully informed tenants asserting their own rights and views will lead to an improvement in the standard of their homes, their quality of life, and cause them to take a more active interest in their community

## Expanding on the NPTO Theory of Change

KEY OUTCOME: PRIVATE RENTED HOMES ARE DECENT AND WELL MANAGED			
Enabling outcomes (and causal links)	Indicators		NPTO Actions in the period 2013 - 2018 (Numbers link to the Strategic Objectives in the Programme Portfolio, found in Appendix Four)
	Minima	Maxima	
1a Increased political, corporate and public awareness of contribution of PRS to community well-being		Politicians and the general public able to explain the need for a regulated PRS	7.1 Research to highlight the positive side - that a quality PRS will bring and an awareness raising campaign to promote this 7.2 Locate and promote case studies to evidence key arguments, including the social impact of short lets and reasonable returns that can be made from reasonable rents and reduced void periods 7.3 Review all local and national campaign initiatives to co-ordinate all of the research, policy development and campaigning to ensure mutual reinforcement 7.4 Specific awareness raising campaign for Local Authorities
1b Politicians prioritise PRS policy		A statutory regulatory framework is introduced, capable of being effectively enforced Living conditions of vulnerable private tenants improves	7.5 National PRS policy conference to showcase, promote, influence and persuade 7.6 An overarching long term campaign to pull all the campaign strands together, promote and reinforce the Theory of Change
<b>Leading to:</b>			
1c Register of landlords	Serious consideration of landlord register by all political parties (e.g. in policy consultations) The NLA support a register	Landlord register is introduced 75% of landlords voluntarily subscribe to national public register of landlords	2.1 A petition calling for a public register promoted at the party Conferences 2.2 An MP to introduce an EDM and encourage MPs to sign this 2.3 Local private tenants groups involved in a letter writing campaign
1d Landlords are licensed as fit for purpose	A steady increase in the number of LAs introducing Selective Licensing At least one minor political party includes Landlord licensing in its manifesto	At least one major political party include landlord licensing in its manifesto Landlord licensing is introduced and enforced Tenants feel able to address issues with their landlord	2.4 Lobby for Manifesto commitments 2.5 Lobby more Local Authorities to introduce Selective Licensing 2.6 Monitor take up of Selective Licensing 2.7 Influence all LAs to have a licensing scheme or to ensure consistency shift to a National Licensing Authority
1e Regulation of letting agents	Serious consideration of regulation by all political parties (e.g. in policy consultations)  At least one minor political party includes licensing in its manifesto	At least one major political party include licensing in its manifesto Detailed legislation drafted, introduced and enforced Tenants feel able to address issues with their agent	4.1 Publicise TPO's code of practice and promote use of agents' complaints procedures 4.2 Use social media and work through local private tenants' groups to collect stories of inadequate services from letting agents grass roots stories about letting agents 4.3 Obtain support for Licensing from as many MPs as possible. Publish the stories, list the supporting MPs and launch the publication at the House of Commons 4.4 Get a Housing All Party Parliamentary Group debate on whether legislation should be introduced and the nature of that legislation
1f Electrical Safety regulations	At least one minor political party	At least one major political party	5.1 Build wide ranging support for the campaign including local authority councillors, MPs,

	includes electrical safety regulation in its manifesto A minimum of 2 trade bodies support the campaign	includes electrical safety regulation in its manifesto All trade bodies support the campaign  Detailed legislation drafted, introduced and enforced for mandatory appropriate periodic testing by a certified electrician	key safety charities, the general public and professionals 5.2 Gather evidence (qualitative and quantitative) and research in support of the campaign 5.3 Encourage landlords and their agents to voluntarily conduct periodic inspection and testing of electrical installation and appliances 5.4 Increase the number of signatories on our HMG e-petition 5.5 Find an MP to introduce an EDM and look for opportunities for a private members bill/inclusion of the regulations within planned Government bills. 5.6 Make greater use of all media to publicise the campaign and reach a wider audience 5.7 Highlight the issue of electrical safety in local elections 5.8 Submit campaign reports to relevant conferences/meetings/events 5.9 Following inclusion in legislative programme maintain pressure to ensure it does not slip down the programme and/or get watered down
1g Legislation requires professional management standards as a precondition of letting	Serious consideration of professional management standards by all political parties (e.g. in policy consultations)  At least one minor political party includes the Standard in its manifesto	At least one major political party include the Standard in its manifesto  Detailed legislation drafted and introduced and enforced  More homes meet decency standards	1.1 Survey private tenants on effectiveness of selective licensing 1.3 Research effectiveness of "Repairing Standard" in Scotland and its enforcement through the PRHP 1.4 Research produced on the standards operating in other countries 1.5 Approaches made to Government officials and key politicians in Government and Opposition to discuss proposals 1.6 Options development and national consultation among private tenants about the most effective means of achieving minimum standards; publish the consultation results 1.7 Campaign for national minimum standards in England 1.8 Draft potential Bill with pro bono professional support
1h Robust local authority strategies for PRS(1a, 1b)	Positive dialogue with at least 10 Local Authorities  All 10 have a robust PRS strategy	Positive dialogue with all Local Authorities  All have robust PRS strategy	7.4 Specific awareness raising campaign for Local Authorities 6.2 Produce guidance for LAs on how to identify private tenants and encourage consultation and participation 6.10 Encourage LAs to affiliate to NPTO to access on-going support. 6.12 Encourage LAs to use NPTO consultancy to develop a robust PRS strategy
1i Independent LA monitoring and enforcement		Every LA effectively monitoring and enforcing standards	6.11 Work with local authority bodies (LGA/LGIU) to promote best practice
1j Redress through the Ombudsman		Ombudsman agrees to voice support Private tenants proactively seek redress	Activities around landlord licensing, minimum letting standards and enforcement/redress will together drive this change.
<b>Leading to:</b>			
1k Irresponsible landlords leave the sector	Reduction in number of PRS homes that fail to meet minimum standards	Increased professionalism and improved relationships between landlords and tenants Tenants have confidence that things will be fixed and do not fear eviction & improved living standards with a decent home	Activities around landlord licensing, minimum letting standards and enforcement/redress will together drive this change.

KEY OUTCOME: PRIVATE TENANTS FEEL SECURE AND TAKE ACTIVE INTEREST IN THEIR LOCAL COMMUNITIES			
Enabling outcomes (and causal links)	Indicators		NPTO Actions (Numbers link to the Strategic Objectives in the Programme Portfolio, found in Appendix Four)
	Minima	Maxima	
2a Private tenants form local groups	50 new PTGs formed	Every major conurbation has a PTG	1.2 Selective Licensing Local Authorities lobbied to support the establishment and/or development of local groups of private tenants 6.1 Produce and regularly update guidance for private tenants to increase local community organising skills 6.3 Visit as emerging/nascent groups and work with them on the ground to increase effectiveness. 6.5 Provide e-facilities to enable tenants groups and individuals to provide mutual support and self-help.
2b Local Authority consults private tenants and other residents (1a, 1b)	30 new LAs affiliated	All Local Authorities are affiliated to NPTO	6.2 Produce guidance for LAs on how to identify the private tenants and encourage consultation and participation 6.10 Encourage LAs to affiliate to NPTO to access on-going support. 6.12 Encourage LAs to use NPTO consultancy to develop a robust PRS strategy
2c PT and PT Groups call for change		PTs and PTGs <ul style="list-style-type: none"> <li>make contact with their MPs, lobby their local authorities</li> <li>gain representation on local housing bodies, e.g. Housing Forums</li> <li>take part in local housing consultations</li> </ul>	6.7 Provide on-going sources of e-information and tips for local groups, including local data
2d Private tenants get support from local parties, MPs and Councillors (1h)		Increased active support from politicians: mentions in Hansard, meetings with PTs, signatures on petitions, mentions in the press	6.8 Provide guidance and training for local groups on lobbying 6.9 Lobby LAs at Party Conferences to provide more advice for private tenants in their areas
2e Private tenants are informed and assert their rights		The voice of NPTO is strengthened by 1 million members and 100 affiliates All PTG are affiliated to NPTO and are active in the campaign	6.4 Provide support for individual tenants and find ways of including them directly in our campaigns 6.6 Encourage the stakeholders we work with on all our campaigns to affiliate and encourage others to do so.
<b>Leading to:</b>			
2f Longer term lets become the norm (3b)	Serious consideration of longer term lets by all major landlord accreditation schemes Letting agent trade bodies are promoting longer term lets and	Landlords are satisfied with returns from longer term lets and the majority offer them Tenants stay in one property for longer and feel secure in the	3.1 Work with the national landlord bodies to obtain evidence of landlords' attitudes to longer term lettings and discuss with them measures needed to overcome concerns 3.2 Collect tenants' and housing/health/social services professionals' views of the impact of short lets/insecure lettings and publish these 3.3 Encourage Landlord Accreditation schemes to include a commitment to longer term lets

	landlord accreditation schemes encourage longer term lets	length of tenancy. Tenants' quality of life and contribution to the community increases	as a condition of accreditation and build into their training courses the advantages of long term tenants 3.4 Ask Buy-To-Let lenders to remove any prohibition on longer term lets from their borrowing conditions and publicly applaud those that do not have such restrictions 3.5 Ask local authorities to include the promotion of longer-term tenancies in their Housing Strategies and to make minimum 3 year tenancies part of their policy on what they regard as 'suitable' accommodation for discharge of their homeless duties 3.6 Ask the trade bodies for letting agents to encourage them to promote longer-term lets
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### KEY OUTCOME: PRIVATE RENTED HOMES ARE AFFORDABLE

Enabling outcomes (and causal links)	Indicators		NPTO Actions (Numbers link to the Strategic Objectives in the Programme Portfolio, found in Appendix Four)
	Minima	Maxima	
3a Professional landlords do not practice excessive rent exploitation (1g)		Tenants feel their tenancies are more affordable and more secure	Activities around learning from models internationally, (1.4), landlord licensing, minimum letting standards and enforcement/redress will drive this change.
<b>Leading to:</b>			
3b Less frequent more predictable rent increases (2f)		More affordable PRS properties No vulnerable tenants paying more than 35% of their income in rent (except through choice) Improved living conditions for vulnerable tenants	7.2 Publicise case studies of reasonable returns that can be made from reasonable rents and reduced void periods
3c Lower, fewer fees, (less moves) (1e)		More affordable PRS properties, with reduced fees and a protected rent deposit	7.2 Locate and promote case studies to evidence key arguments, including the social impact of short lets and reasonable returns that can be made from reasonable rents and reduced void periods
3d Maintained homes lead to lower fuel and insurance bills (1g)		More affordable PRS properties, lower fuel bills and better contents insurance	1.9 Work with partners (fuel poverty/energy groups/landlord bodies/insurance companies) to promote energy saving and lower bills when homes are being bought into good repair 2.8 Promote use of National Register of Landlords for providers of energy saving and better value insurance products to advertise them through the register

## Appendix Two: Stakeholder Analysis

All NPTO stakeholders have been analysed and allocated to a priority category for further attention as part of the plan:

Power to deliver change	High	<b>Priority two: persuade and influence</b> <ul style="list-style-type: none"> <li>Really understand their needs and wants (and the value they could get from NPTO: what can NPTO give them that will help them achieve their objectives?)</li> <li>Work hard at establishing a relationship and finding common ground</li> <li>What would convince them of the NPTO problem definition and theory about its resolution (what argument/evidence)?</li> <li>What might persuade them into 'temporary' alignment (i.e. to meet other unrelated needs)?</li> <li>Who else has a strong relationship and could influence them?</li> <li>What possible future scenarios might change the power/alignment balance, and what could NPTO have in place to take advantage?</li> </ul> <p>(17 in this category)</p>	<b>Priority one: encourage and reinforce</b> <ul style="list-style-type: none"> <li>Really understand their needs and wants (and the value they seek from NPTO)</li> <li>Keep close, align, update and work hard at building and maintaining the relationship</li> <li>Emphasise mutuality and synergy</li> <li>Use as a springboard to influencing others (so understand their stakeholders and how to build alignment)</li> <li>Share evidence base and data collection</li> <li>Provide them with materials to dovetail with theirs</li> <li>Actively support their campaigns</li> <li>How can NPTO help them increase their power to deliver change?</li> <li>How can they help NPTO increase their power?</li> <li>What possible future scenarios might change the power/alignment balance, and what could NPTO have in place to take advantage/as a mitigator?</li> </ul> <p>(32 in this category)</p>
	Low	<b>Priority four: target for action or monitor</b> <ul style="list-style-type: none"> <li>How would it help to have them more aligned with the problem definition and resolution?</li> <li>How might their power status change in the future?</li> <li>Who is worth investing more time in?</li> <li>What possible future scenarios might change the power/alignment balance, and what could NPTO have in place to take advantage?</li> </ul> <p>(3 in this category)</p>	<b>Priority three: encourage and share</b> <ul style="list-style-type: none"> <li>Keep close, align, update</li> <li>Provide them with materials to dovetail with theirs</li> <li>Share evidence base and data collection</li> <li>Actively support their campaigns</li> <li>How can NPTO help them increase their power to deliver change?</li> <li>What possible future scenarios might change the power/alignment balance, and what could NPTO have in place to take advantage?</li> </ul> <p>(12 in this category)</p>
<div>Low</div> <div>Alignment with problem definition and with theory of change</div> <div>High</div>			

Ten of these stakeholders have been identified as significant, and will be given priority attention: see overleaf.



## Key Stakeholder Analysis

Significant stakeholder	How they will contribute to achieving the change	V = What value do they seek from NPTO? S = What does success look like for them?	Action required from NPTO
<b>National Landlords Association</b>	Potential support and co-operative working on common aims or single issues especially improving the professionalism of landlords	V= Constructive dialogue and support for some of the aims (where these are held in common) S= Consensus on some common aims and public support for some of their work especially in influencing decision makers	Making contact with NLA officers and members e.g. via attendance at their events and liaison meetings
<b>British Property Federation</b>	Similar to NLA	V = Similar to NLA S = Similar to NLA	Similar to NLA
<b>Association of Residential Letting Agents</b>	Similar to NLA	V = Similar to NLA S = Similar to NLA	Similar to NLA
<b>Labour Party</b>	If in Government: by introducing legislation which meets NPTO key outcomes. As an opposition: private member initiatives e.g. EDMs, private member bills which support NPTO key outcomes. As a party to actively oppose legislation which is contrary to NPTO key outcomes and to put pressure on Government to introduce legislation which supports NPTO key outcomes	V= Support of private tenants for Labour policies (i.e. votes). Validation of Labour housing policies. Joint campaigning on common issues. Possibly sharing of research data. S = Public declarations of support for Labour housing policies.	Develop good relationship with key shadow cabinet politicians, key backbench MPs, party functionaries and internal party organisations which have an interest in housing. Public declarations of support for party housing policies.
<b>Liberal Democrat Party</b>	Probably same as for Labour Party	V = Probably similar to Labour Party S = Probably similar to Labour Party	Develop good relationship with key MPs, party functionaries and internal party organisations which have an interest in housing. Public declarations of support for party housing policies.
<b>THINK TANKS</b>	Shape government policy	V = Evidence base; case studies, legitimacy S = Their research shapes policy	Develop relationships. Build a wealth of case material. Build grass roots support.
<b>Private Rented Housing Forum</b>	Mutual information from collaborators and competitors & Government. Access to multiple perspectives, thinking and reflections to help determine arguments and tactics/strategy.	V = Access tenants' views; veracity. Bolster power and influence. S = Influencing change	Share views openly, including misgivings.
<b>Housing Ombudsman Service</b>	Add weight. Consensus that all private landlords should be members	V = Constructive dialogue S = All landlords join scheme	Build the relationship. Accentuate the advantages of working together.
<b>Citizens Advice</b>	Joint campaigning on common issues. Promoting NPTO. Potential joint ventures in the future (and can be influenced). CitA has campaigns which support NPTO key outcomes.	V = Enriched voice S = Successful campaigns and policy change	Build the relationship. Accentuate the advantages of working together.
<b>Shelter</b>	Joint campaigning on common issues. Promoting NPTO. Potential joint ventures in the future. Shelter has campaigns which support NPTO key outcomes.	V = Credibility through support of an authentic private tenant voice. S = Successful campaigns and policy change	Regular liaison.

## Appendix Three: Other Player Analysis

Who	Objectives	Strategies	Strengths/Weaknesses	Competitor or Collaborator?	Differentiation
<b>Local Private Tenants' Groups</b>					
Brent Private Tenants Rights Group	Relief of poverty	Membership organisation Provide legal advice Help families in insecure housing Raise awareness of issues Bring tenants together to campaign for better standards/regulation	Well established (set up in 1986) Visited by new groups to get ideas about best practice In the past viewed as the default national organisation	Partner Collaborator Founder of NPTO along with Blackpool, Camden and Scarborough	NPTO is national therefore more likely to be consulted by policy makers NPTO can support groups around the country, therefore can better grow the voice of private tenants
Edinburgh Private Tenants Action Group	Represent interests of private tenants in Edinburgh	Campaigning for individuals and to improve whole PRS Current campaigns: negligent landlords, letting agent illegal fees	New organisation (set up in 2011) so not very established	Collaborator	Different geographical area and legal framework
Haringey Housing Action Group	To give and receive support on housing problems To campaign for better housing	Group meetings to give support and advice about housing problems Active campaigns e.g. 'secret shopping' to identify poor letting agents Want longer tenancies, more social housing, removal of agent fees, no evictions, greater tenants' rights	Passionate campaigning language and link with Haringey Solidarity Group may not be appropriate for influencing policy but do raise public awareness.	Collaborator	Local group
DIGs	To run a private tenant information and support group in Hackney: by renters for renters	Run information workshops Give mutual support Train tenant champions Create online platform Campaign actively for better deal for tenants (e.g. protest days, rip off letting agents, rate your landlord) want rent control and end to retaliatory eviction	Active campaigns may not be appropriate for influencing policy	Collaborator	Local group
Camden Federation of Private Tenants	Provides advice, assistance and help to private tenants in Camden to alleviate their housing problems	Membership organisation Produces and distributes a tenants newsletter and other information Helps set up and run tenants groups Works with other groups/organisations to bring about improvements and change in the PRS	Well established (set up in 1980) and respected Run by private tenants Expertise in private tenants issues Core funding is an ongoing issue Core organisation can only work in Camden Already running an ad hoc London private tenants group network in readiness for the LPTF starting	Collaborator Founder of NPTO along with Blackpool, Camden and Scarborough	Limited to working in Camden
London Private Tenants Forum	To bring about change in the private rented sector by giving	Bring individual private tenants and private tenants groups from across London together via quarterly	Has not started yet due to only having half the funding required to run the project on a full-time	Collaborator	Limited to working in Greater London

Who	Objectives	Strategies	Strengths/Weaknesses	Competitor or Collaborator?	Differentiation
	a collective voice to London's private tenants for the very first time	meetings Encourage and support the setting up of local private tenants groups Will have an online information/communication hub that mirrors "real life" activities of the Forum to ensure the widest participation possible Tenants will run and decide the lobbying and campaigning priorities of the Forum Will work with a range of other groups/organisations that have an interest in the PRS to lobby and campaign for change in the sector	basis Has the support of Shelter the largest housing charity in the country Taps into the growing mood for change in the private rented sector and for tenants themselves to be at the forefront of the process of seeking change Largest PRS in London Government is based in London		
Housing for the 99%	To tackle issues in the PRS including high rents, cuts to Housing Benefit and poor quality, insecure housing	Campaigning especially in London Share issues especially in PRS Uses blog, events and social media Focus on better rights for tenants, greater responsibilities for landlords, controls to address spiralling rents, more public housing	Not an established organisation (grass roots campaign)	Collaborator	Local group
<b>Other Campaigners</b>					
Citizens Advice Bureau	To <b>provide the advice</b> people need for the problems they face and <b>improve the policies and practices</b> that affect people's lives	Collect evidence of the problems facing people and use it to influence policy	National coverage; comprehensive system to collect and analyse evidence Established brand for policy makers Tends to focus on narrow issues raised by clients visiting CAB (e.g. report on letting agent fees) rather than the wider PRS picture Government relies heavily on CAB advice services and is reluctant to criticise them.	Collaborator	Not a membership org <b>Not exclusively about housing or PRS</b>
Shelter	To alleviate the distress caused by homelessness and bad housing.	Giving advice, information and advocacy to people in housing need campaigning for lasting political change to end the housing crisis for good; recent campaigns: protecting tenants, rotten homes, London homes, letting fees, rogue landlords, high rents informing professionals by developing practical solutions to the housing crisis	National well established large organisation with a big campaigns team Seeking 'Stable Rental Contract' in 9 Million Voices campaign	Collaborator	Not membership org <b>Not exclusively about PRS</b>
Crisis	National charity for single homeless people dedicated to ending homelessness by delivering life-changing services	Provide advice information and advocacy Agent for Government Transition Fund which gives grants to vol sector to deliver PRS Access schemes.	Focus is on single homeless Pressure of demand forces some agencies to procure sub-standard accommodation but Crisis has recently been publicising this difficulty	Collaborator	Not membership org <b>Not exclusively housing or PRS</b>
Housing Justice	Enable local groups and	Campaigns for more regulation of PRS, longer	Created in 2003	Collaborator	<b>Don't specialise in</b>

Who	Objectives	Strategies	Strengths/Weaknesses	Competitor or Collaborator?	Differentiation
	churches to provide practical help to people in housing need Work for change in housing policies at national and local level.	tenancies, eliminate discrimination against tenants on Housing Benefit, introduce 'fair trade' lettings agents	Strength in being church based (non-political) but often radical		PRS
<b>Landlord Organisations</b>					
Residential Landlords Association	campaigns on behalf of private residential landlords offer landlords documents, guides, advice, news updates		Long established, main membership base outside London, primarily known for landlord training	Sought as partner	LL rep
National Landlords Association	Help landlords make a success of their lettings by offering ongoing support to deal with landlord related matters. Represent members' views and interests at local, national and European level. We provide access to an exclusive range of discounted products and services to member landlords.	Campaigns for no more regulation of PRS; local authorities should use existing powers to deal with rogue landlords, no change to AST, no rent control Instead create more housing	Walk narrow path to promote standards (e.g. its Accreditation Scheme) while not frightening its members. Represents predominantly small landlords	NPTO could do limited business with them – but they are in effect the other side of the (NPTO) coin	LL rep
British Property Federation		Traditionally they have represented corporate landlords although their policy now encourages small landlords into membership		Anti-regulation but are concerned about standards and are willing to collaborate where any consensus may exist.	LL rep
ARLA		Sets high professional standards, not always adhered to by members	Highly regarded in the industry but do have some members who deviate from the standards set	Collaborator in relation to regulation of letting agents	L agent rep
NALS		Aims at encouraging professional standards among letting agents who may not aspire to the heights of ARLA. Responsible for administration of SAFE AGENT scheme, an assurance badge to protect client and tenant monies.	Insufficiently resourced to have real impact	Collaborator in relation to regulation of letting agents	L agent rep

## Appendix Four: Programme Portfolio

Strategic objective one		Minimum Standards for Rented Homes as a pre-condition of letting		
Activity	Targets			Resources
	2013	2014	2015	
1.1 Survey private tenants on the effectiveness of Selective Licensing (as at July 2012 = 27 SLs across 18 LAs in England & Wales)	Direct contact made with 8 established or emerging local tenants groups Model developed to achieve outcomes			Policy/Campaigns officer
1.2 SL Local Authorities lobbied to support the establishment and/or development of local groups of private tenants	Positive dialogue with at least 10 local authorities			Policy/Campaigns officer
1.3 Research effectiveness of "Repairing Standard" in Scotland and its enforcement through the PRHP	Research completed and consultation starts			Policy/Campaigns officer
1.4 Research produced on the standards operating in other countries	Research completed			Policy/Campaigns officer
1.5 Approaches made to Government officials and key politicians in Government and Opposition to discuss proposals		At least one minor political Party commits to include Standard in its manifesto At least one major political Party commits to include Standard in its manifesto		Director and Policy/Campaigns officer
1.6 Options development and national consultation among private tenants about the most effective means of achieving minimum standards; publish the consultation results	At least 60 responses to consultation received from tenants, tenants' groups, affiliated organisations, and other statutory/voluntary sector bodies.	Proposals for Standard and enforcement drafted and subject to further consultation Standard and enforcement method launched		Director and Policy/Campaigns officer
1.7 Campaign for national minimum standards in England		Call for campaign partners to support proposals Establish Partnership to plan and implement campaign	A start is made on the detail of the legislation needed	Director and Policy/Campaigns officer
1.8 Draft potential Bill with pro bono professional support				Policy/Campaigns officer
1.9 Work with partners (fuel poverty/energy groups/landlord bodies) to promote energy saving and lower bills when homes are being bought into good repair			A start is made on the campaign	Policy/Campaigns officer

<b>Strategic objective two</b>		<b>A National Public Register of Landlords</b>		
<b>Activity</b>	<b>Targets</b>			<b>Resources</b>
	<b>2013</b>	<b>2014</b>	<b>2015</b>	
2.1 A petition calling for a public register	3,000 signatures to petition			Policy/Campaigns officer
2.2 An MP to introduce an EDM and encourage MPs to sign this	200 MPs sign EDM			Director and Policy/Campaigns officer
2.3 Local private tenants groups involved in a letter writing campaign	At least 50 letters sent to MPs			Membership Development officer
2.4 Lobby for Manifesto commitments		Manifesto commitment from 2 political parties		Director and Policy/Campaigns officer 2014
2.5 Lobby more Local Authorities to introduce Selective Licensing		25% more LAs introduce SL	25% more LAs introduce SL	Director and Policy/Campaigns officer 2014
2.6 Monitor take up of Selective Licensing		Need target	Need target	Policy/Campaigns officer 2014
2.7 Influence all LAs to have a licensing scheme or to ensure consistent shift to a National Licensing Authority			Debate about licensing scheme	Policy/Campaigns officer 2015
2.8 Promote use of National Register of Landlords for providers of energy saving and better value insurance products to advertise them through the register			Energy savings products advertised to landlords	Policy/Campaigns officer 2015

Strategic objective three		Longer-term tenancies (3 to 5 years)		
Activity	Targets			Resources
	2013	2014	2015	
3.1 Work with the national landlord bodies to obtain evidence of landlords' attitudes to longer term lettings and discuss with them measures needed to overcome concerns			15% of National Landlord Association members offer 3-5 year tenancies	Director and Policy/Campaigns officer
3.2 Collect tenants' and housing/health/social services professionals' views of the impact of short lets/insecure lettings and publish these				Policy/Campaigns officer
3.3 Encourage Landlord Accreditation schemes to include a commitment to longer term lets as a condition of accreditation and build into their training courses the advantages of long term tenants	At least one accreditation scheme encourages longer-term lets, whether not they make it a condition of accreditation		All accreditation schemes are promoting long term tenancies	Policy/Campaigns officer
3.4 Ask Buy-To-Let lenders to remove any prohibition on longer term lets from their borrowing conditions and publicly applaud those that do not have such restrictions				Policy/Campaigns officer
3.5 Ask local authorities to include the promotion of longer-term tenancies in their Housing Strategies and to make minimum 3 year tenancies part of their policy on what they regard as 'suitable' accommodation for discharge of their homeless duties			50% of local authorities operating Selective Licensing are actively promoting long term lets	Policy/Campaigns officer
3.6 Ask the trade bodies for letting agents to encourage them to promote longer-term lets	At least one corporate landlord commits to longer-term lets		20% of ARLA and NALS members offer 3-5 year tenancies	Policy/Campaigns officer

Strategic objective four		Licensing of Letting Agents		
Activity	Targets			Resources
	2013	2014	2015	
4.1 Publicise the relevant parts of The Property Ombudsman (TPO) <a href="#">Code of Practice for Residential Letting Agents</a> and promote use of Agents' Complaints Procedures	Open dialogue with ARLA and NALS	10 tenants inform us they have used the Complaints Procedures		Membership Development officer
4.2 Use social media and work through local private tenants' groups to collect stories of inadequate services from letting agents		100 stories collected 10+ local tenants groups participate events to publicise stories		Membership Development officer
4.3 Obtain support for Licensing from as many MPs as possible. Publish the stories, list the supporting MPs and launch the publication at the House of Commons	Open dialogue with Government officials and politicians	At least 100 MPs sign up to support Licensing of agents	At least one major political Party commits to include Standard in its manifesto At least one minor political Party commits to include Standard in its manifesto	Director and Policy/Campaigns officer
4.4 Get a Select Committee or All Party Parliamentary Group debate on whether legislation should be introduced and the nature of that legislation			A start is made on the detail of the legislation needed	Policy/Campaigns officer



Strategic objective five		Regulations requiring Electrical Safety checks to be carried out by landlords		
Activity	Targets			Resources
	2013	2014	2015	
5.1 Build wide ranging support for the campaign including local authority councillors, MPs, key safety charities, the general public and professionals	Establish a campaigning partnership with the ESC and/or RoSPA	Gain at least two professional electrical trade bodies as campaign supporters/partners		Director and Policy/Campaigns officer
5.2 Gather evidence (qualitative and quantitative) and research in support of the campaign				Policy/Campaigns officer
5.3 Encourage landlords and their agents to voluntarily conduct periodic inspection and testing of electrical installation and appliances				Policy/Campaigns officer
5.4 Increase the number of signatories on our HMG e-petition	Achieving 1000 signatures on our HMG e-petition			Policy/Campaigns officer
5.5 Find an MP to introduce an EDM and look for opportunities for a private members bill/inclusion of the regulations within planned Government bills.		At least 200 MPs to sign an EDM	1+ major political party and 1+ minor political party, to include a promise of appropriate legislation in their next general election manifesto.	Director and Policy/Campaigns officer
5.6 Make greater use of all media to publicise the campaign and reach a wider audience				Policy/Campaigns officer
5.7 Highlight the issue of electrical safety in local elections		50% local election campaigns mention electrical safety		Policy/Campaigns officer
5.8 Submit campaign reports to relevant conferences/meetings/events				Policy/Campaigns officer
5.9 Following inclusion in legislative programme maintain pressure to ensure it does not slip down the programme and/or get watered down				Policy/Campaigns officer

<b>Strategic objective six</b>		<b>A firm, active and growing membership and support from affiliated organisations with a geographical spread across England</b>		
<b>Activity</b>	<b>Targets</b>			<b>Resources</b>
	<b>2013</b>	<b>2014</b>	<b>2015</b>	
6.1 Produce and regularly update guidance for private tenants to increase local community organising skills			Increase in membership to 500 local groups	Membership Development officer
6.2 Produce guidance for LAs on how to identify the private tenants and encourage consultation and participation				Membership Development officer
6.3 Visit emerging/nascent groups and work with them on the ground to increase effectiveness.	Private tenants in 10 LAs targeted	Private tenants in a further 30 targeted	Private tenants in a further 30 targeted	Use of flexible staffing team to supplement early development of membership base – one per region – so 9. For 6 months. Late 2013, early 2014.
6.4 Provide support for individual tenants and find ways of including them directly in our campaigns				Membership Development officer Use of volunteers 2014
6.5 Provide e-facilities to enable tenants groups and individuals to provide mutual support and self-help.		New website up and running with local group facilities		Membership Development officer 2014
6.6 Encourage the stakeholders we work with on all our campaigns to affiliate and encourage others to do so.			Increase affiliation to 75 national organisations	Policy/Campaigns officer
6.7 Provide on-going sources of e-information and tips for local groups, including local data				Membership Development officer Admin Support & Communications officer
6.8 Provide guidance and training for local groups on lobbying		Packs available online and in paper form		Membership Development officer
6.9 Lobby LAs at Party Conferences to provide more advice for private tenants in their areas				Policy/Campaigns officer Use of volunteers
6.10 Encourage LAs to affiliate to NPTO to access on-going support.			All LAs with SL are affiliated to NPTO	Policy/Campaigns officer
6.11 Work with local authority bodies (LGA/LGIU) to promote best practice				Policy/Campaigns officer
6.12 Encourage LAs to use NPTO consultancy to develop a robust PRS strategy				Policy/Campaigns officer

<b>Strategic objective seven</b>		<b>An underpinning programme of research, policy development and awareness raising</b>		
<b>Activity</b>	<b>Targets</b>			<b>Resources</b>
	<b>2013</b>	<b>2014</b>	<b>2015</b>	
7.1 Research to highlight the positive side - that a quality PRS will bring and an awareness raising campaign to promote this				Policy/Campaigns officer Use of flexible staffing team to supplement early (late 2013/early 2014) development of research and case study base – 2 people x 4 months
7.2 Locate and promote case studies to evidence key arguments, including the social impact of short lets and reasonable returns that can be made from reasonable rents and reduced void periods	Counter argument research completed Case study bank developed and populated with 20 new case studies a quarter	Case study bank populated with 20 new case studies a quarter	Case study bank populated with 20 new case studies a quarter	Policy/Campaigns officer Use of flexible staffing team to supplement early development of research and case study base – same as above
7.3 Review all local and national campaign initiatives to co-ordinate all of the research, policy development and campaigning to ensure mutual reinforcement	Calendar of all events available for campaign planning		General Election in May Swing seat target	Policy/Campaigns officer Use of flexible staffing team to supplement GE activity for 4 months x 4 people Use of volunteers
7.4 Specific awareness raising campaign for Local Authorities		Local Elections in May		Policy/Campaigns officer Use of flexible staffing team to supplement LE activity for 4 months – x 2 people? Use of volunteers
7.5 National PRS policy conference to showcase, promote, influence and persuade	Private tenant charter available	Conference held in early 2014, attended by all members of PRHF plus 20 local PT groups and 50 private tenants		Policy/Campaigns officer Use of flexible staffing team to support conference activity for 2 months – x 2 people Use of volunteers
7.6 An overarching long term campaign to pull all the campaign strands together, promote and reinforce the Theory of Change		Report on progress against change	Report on progress against change	Policy/Campaigns officer
7.7 Stakeholder relationship building activity	All priority 1 and 3 targets receive newsletter and other communications All priority 2 contacts receive an approach from the Director.	All priority 1 and 3 targets receive newsletter and other communications All priority 2 contacts receive an approach from the Director.	All priority 1 and 3 targets receive newsletter and other communications All priority 2 contacts receive an approach from the Director.	Director and Policy/Campaigns officer

Strategic objective eight		NPTO is developed to deliver measureable, real and positive change for private tenants		
Activity	Targets			Resources
	2013	2014	2015	
8.1 Governance development	Policies and procedures in place New board recruited by year end and represents major interests in PRS	Board performance review takes place	Policies and procedures reviewed  Governance structure reviewed in light of members' views	Chair, Director and Admin & Communications officer
8.2 Registering NPTO as a charity	NPTO registered as a charity		Review of constitution based on emerging trading base	Director and Admin & Communications officer
8.3 Recruiting core staff team	Core staff team recruited			Director and Trustees
8.4 Recruiting flexible staffing team	Flexible staff team recruited			Director and Trustees
8.5 Build consultancy services - to LA to support them in building and marketing PTGs or establishing their PRS policy (market analysis, needs analysis, policy development)		Consultancy service set up Consultancy services promoted to all LAs LAs with SL targeted to 1:1 personal promotion by Director	Consultancy service funds one core staff post	Director and Policy/Campaigns officer Membership Development officer
8.6 Build monitoring and evaluation framework	Monitoring & evaluation tools trialled and agreed	Interim evaluation report	3-year evaluation report	Director and Admin & Communications officer
8.7 Build IT infrastructure		Website and remote working facility in place		Admin & Communications officer
8.9 Build performance management framework	Work plans and results measurement in place			Admin & Communications officer
8.10 Build volunteer management policies and recruit	All policies in place prior to volunteers recruited			Admin & Communications officer
8.11 Fundraising and growing earned income from a range of sources	Database of potential donors in place Earned income options explored	Relationships with 10 potential donors built Membership structure reviewed for earning potential	Four new major donors give commitment to funding for next 3 years	Admin & Communications officer

## Appendix Five: Indicative Job Descriptions

### 1. NPTO Director

**Purpose of role:**

Responsible to the Board for the strategic direction and management of the organisation to bring about the vision for change: for professionally managed, secure, decent and affordable private rented homes making a full contribution to sustainable communities.

*Reports to:*

The Board of Directors

*Direct reports:*

Policy/Campaigns officer x 2, Membership Development officer, Admin and Communications officer

**Main responsibilities:**

- Planning and service development
- Management of staff and volunteers
- Financial Management and compliance
- HR Management, including volunteers
- Policy Development
- Campaigning and lobbying
- Marketing and PR
- Community Relationship development
- Project Management
- Fundraising

**Measures of performance are embedded in the outcomes associated with the NPTO**

**Theory of Change:**

- A community where private rented homes are safe, secure and decent
- The quality of life and well-being of private tenants improves
- Private rented homes are affordable

**Person spec:**

*Competency profile:*

- An enthusiastic self-starter able to influence, persuade and inspire
- Good understanding of all types of campaigning and influencing activity
- Ability to write in a clear, accurate and convincing way for a range of audiences
- Results driven: inspired by the desire to bring about social change

*Qualifications:*

- Graduate or equivalent experience
- Good level of IT literacy

*Experience:*

- Senior leadership and project management experience
- Campaigning, policy or membership development experience in the voluntary sector
- Experience of using a variety of campaigning tools and methods
- Project management experience including initiating, planning and implementing campaigns

- Service provision to individuals and groups
- Strong written and verbal communication skills, including experience of report and funding proposal writing
- The ability to develop new and existing high level collaborative relationships both internally and externally
- A knowledge and understanding of the role and political power of the voluntary sector
- Sound knowledge of Government and parliamentary processes
- An interest in the private rented sector and housing in general
- Experience of engaging with diverse groups would be desirable

## **2. Policy/Campaigns officer**

### **Purpose of role:**

To assist the development and implementation of NPTO policy and campaigns to bring about our vision for change: for professionally managed, secure, decent and affordable private rented homes making a full contribution to sustainable communities.

*Reports to:* NPTO Director

*Direct reports:* contract staff on an ad hoc basis

### **Main responsibilities:**

- To project manage local and national campaigns to change policy and practice
- To develop our public campaigning strategy alongside the Director
- To lobby central government, local authorities and key stakeholders and influence them to support the NPTO Theory of Change
- To ensure private tenants are consulted and involved in the development of national and local campaigns.
- To communicate our campaigning work including writing for publications, making presentations and attending events.
- To contribute to evidence collation and policy development to support national and local campaigns.
- To work with the Director and admin/communications officer to assist them in securing media coverage in support of our campaigning objectives.
- To work with external partners to meet our campaigning objectives.
- Carry out consultancy work as required
- Promote consultancy services to local authorities and other stakeholder groups

### **Measures of performance are embedded in the NPTO Theory of Change:**

- Ability to plan and manage work to deliver the outcomes in the Theory of Change
- Knowledge and effective use of a range of campaign tools
- Ability to prioritise and meet deadlines
- Effective use of time and resource
- Quality and effectiveness of internal and external relationships focussed on delivering the change
- Quality and effectiveness of communications and contribution to policy development focussed on delivering the change

### **Person spec:**

#### *Competency profile:*

- An enthusiastic self-starter

- Good understanding of all types of campaigning activity
- Ability to write in a clear, accurate and convincing way for a range of audiences

*Qualifications:*

- Graduate or equivalent experience
- Good level of IT literacy

*Experience:*

- Campaigning or Public Affairs experience
- Research and policy development
- Supervision of small staff teams and volunteers would be desirable
- Experience of using a variety of campaigning tools and methods
- Project management experience including initiating, planning and implementing campaigns
- Strong written and verbal communication skills, including experience of report writing
- The ability to develop new and existing collaborative relationships both internally and externally
- A knowledge and understanding of the role of the voluntary sector,
- Some knowledge of Government and parliamentary processes
- Experience of engaging with diverse groups within a campaigning context would be desirable

### **3. Membership Development officer**

**Purpose of role:**

The recruitment, retention and capacity building of private tenant and private tenant groups: members and affiliates of NPTO. To build the services to help them improve their quality of life and deliver the NPTO vision for change: for professionally managed, secure, decent and affordable private rented homes making a full contribution to sustainable communities.

*Reports to:* Director

*Direct reports:* contract staff on an ad hoc basis

**Main responsibilities:**

- To support and motivate contract staff and volunteers through training, supervision and advice
- Generate of membership materials and resources for distribution in print and on-line.
- Work with other staff to develop the membership infrastructure and direct services to individual tenants and local tenant groups.
- Carry out consultancy work as required
- Promote consultancy services to local authorities and other stakeholder groups
- Promote regional recruitment to establish local groups and build their capacity through training, and production of support materials
- Run training events for regional members, organise periodic events (for example at s conferences) to allow an exchange of ideas and best practice and help to provide a high quality membership at conferences
- Provide quality recruitment and retention materials taking the leading role in updating and producing membership communication materials to assist with recruitment, retention and capacity building

- Report on membership and affiliate statistics and encourage greater membership activity
- Deal with complex enquiries from tenants and build materials to deal with these

**Measures of performance are embedded in the NPTO Theory of Change:**

- Ability to plan and manage work to deliver the outcomes in the Theory of Change
- Knowledge and effective use of a range of membership development and capacitybuilding tools
- Ability to prioritise and meet deadlines
- Effective use of time and resource
- Quality and effectiveness of internal and external relationships focussed on delivering the change
- Quality and effectiveness of communications and contribution to membership development focussed on delivering the change

**Person spec:**

*Competency profile:*

- An enthusiastic self-starter
- Good understanding of all types of membership development activity
- Ability to write in a clear, accurate and convincing way for a range of audiences
- Ability to deal with private tenant enquiries

*Qualifications:*

- Graduate or equivalent experience
- Good level of IT literacy

*Experience:*

- Membership development experience
- Supervision of small staff teams and volunteers would be desirable
- Experience of using a variety of communication methods
- Project management experience including initiating, planning and implementing membership development activity
- Strong written and verbal communication skills, including experience of report writing
- The ability to develop new and existing collaborative relationships both internally and externally
- A knowledge and understanding of the role of the voluntary sector,
- Some knowledge of local government processes
- Experience of engaging with diverse groups would be desirable
- Housing advice, community development experience would be desirable



## Appendix Six: Financials to support the plan

### Income and Expenditure

INCOME AND EXPENDITURE	2013/14 £	2014/15 £	2015/16 £	2013-16 TOTAL £
<b>INCOME</b>				
Grant	370,000	575,000	410,000	1,355,000
Members	1,200	3,600	6,000	10,800
Affiliates	2,550	4,725	7,125	14,400
Consultancy	-	14,000	28,000	42,000
<b>Total Income</b>	<b>373,750</b>	<b>597,325</b>	<b>451,125</b>	<b>1,422,200</b>
<b>EXPENDITURE</b>				
<b>Staff</b>				
Salaries	189,945	411,278	246,828	848,051
Board recruitment	3,000			3,000
Staff recruitment	5,000			5,000
Training	3,000	2,500	2,500	8,000
Board expenses	10,000	10,000	10,000	30,000
Travel	2,000	3,000	2,000	7,000
<b>sub total</b>	<b>212,945</b>	<b>426,778</b>	<b>261,328</b>	<b>901,051</b>
<b>Office</b>				
Rent	12,000	12,000	12,000	36,000
Other premises costs	5,475	5,667	5,865	17,007
Printing/stationery/postage	2,500	1,000	1,000	4,500
Telephone/broadband	1,500	1,500	1,500	4,500
<b>sub total</b>	<b>21,475</b>	<b>20,167</b>	<b>20,365</b>	<b>62,007</b>

	2013/14 £	2014/15 £	2015/16 £	2013-16 TOTAL £
<b>IT</b>				
Hire PCs for temporary staff	250	2,000	750	3,000
Website	6,500	2,000	2,000	10,500
Survey tools	400	400	400	1,200
IT support	7,000	7,000	7,000	21,000
<b>sub total</b>	<b>14,150</b>	<b>11,400</b>	<b>10,150</b>	<b>35,700</b>
<b>Campaigning/Awareness</b>				
NPTO Conference		24,000		24,000
Other conference attendances	29,605	29,605	29,605	88,815
Communications (leaflets)	2,000	2,000		4,000
Communications (eg briefings)	2,000	2,000	2,000	6,000
Publications		5,000		5,000
Hall Hire	1,000	1,000	1,000	3,000
Memberships and affiliations	1,000	1,000	1,000	3,000
<b>sub total</b>	<b>35,605</b>	<b>64,605</b>	<b>33,605</b>	<b>133,815</b>
<b>Professional Fees</b>				
Design fees for brand, logo etc	2,500			2,500
Accounting	3,000	3,000	3,000	9,000
Audit	5,500	5,500	5,500	16,500
Legal	500	500	500	1,500
Evaluation and outcomes measurement	3,000	3,000	4,000	10,000
Payroll	500	500	500	1,500
Insurance	2,000	2,000	2,000	6,000
<b>sub total</b>	<b>17,000</b>	<b>14,500</b>	<b>15,500</b>	<b>47,000</b>

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2013-16</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>TOTAL</b>
				<b>£</b>
Contingency for unbudgeted costs	10,000	10,000	10,000	30,000
Depreciation	3,000	3,000	3,000	9,000
Non recoverable VAT	16,646	14,434	13,824	44,904
<b>Total expenditure</b>	<b>330,821</b>	<b>564,884</b>	<b>367,772</b>	<b>1,263,478</b>
<b>Surplus/(Deficit)</b>	<b>42,929</b>	<b>32,441</b>	<b>83,353</b>	

## Reserves

### RESERVES

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Opening Reserves	500	43,429	75,869
Surplus/(Deficit) for year	42,929	32,441	83,353
Closing Reserves	43,429	75,869	159,222

## Cash flow

### CASH FLOW

	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>From operating activity</b>			
Surplus/(deficit)	42,929	32,441	83,353
Depreciation	3,000	3,000	3,000
Net cash in/(out) flow from operating activity	45,929	35,441	86,353
<b>From investing activity</b>			
Equipment and premises	(13,000)	0	0
Net cash in/(out) flow from investing activity	(13,000)	0	0
Net increase/(decrease) in cash	32,929	35,441	86,353
Cash beginning of period	500	33,429	68,869
Cash end of period	33,429	68,869	155,222

## Balance Sheet

<b>BALANCE SHEET</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Fixed Assets</b>	10,000	7,000	4,000
<b>Current Assets</b>			
Cash	33,429	68,869	155,222
<b>Total Assets</b>	<b>43,429</b>	<b>75,869</b>	<b>159,222</b>
<b>Reserves</b>			
General Fund	<b>43,429</b>	<b>75,869</b>	<b>159,222</b>

## Capital Expenditure

### CAPITAL EXPENDITURE

<b>Item</b>	<b>Purchase Date</b>	<b>Cost £</b>	<b>Depreciation Rate</b>	<b>£</b>	<b>2013/14 NBV £</b>	<b>2014/15 NBV £</b>	<b>2015/16 NBV £</b>
5 PCs for Core staff	2013	2,500	0.33	833	1,667	833	-
Printer	2013	500	0.33	167	333	167	-
Office refurbishment	2013	10,000	0.20	2,000	8,000	6,000	4,000
<b>TOTAL</b>		<b>13,000</b>		<b>3,000</b>	<b>10,000</b>	<b>7,000</b>	<b>4,000</b>

## Staffing

STAFFING	FTE	Salary	2013/14 £	2014/15 £	2015/16 £
Permanent core			185,090	191,568	198,273
Temporary contract staff			4,855	219,710	48,555
<b>Total</b>			<b>189,945</b>	<b>411,278</b>	<b>246,828</b>
<b>PERMANENT CORE</b>					
Director	1	44,145	44,145	45,690	47,289
Policy/campaigns officer	2	32,000	64,000	66,240	68,558
Membership officer	1	32,000	32,000	33,120	34,279
Admin and Communications officer	1	22,500	22,500	23,288	24,103
Employer National Insurance			22,445	23,231	24,044
<b>sub total</b>			<b>185,090</b>	<b>191,568</b>	<b>198,273</b>
<b>TEMPORARY CONTRACT STAFF</b>					
Develop membership base	4.5	32,000		144,000	
Develop research and case studies	0.67	32,000	4,267	17,067	
Local election policy activity	0.67	32,000		21,333	
General election policy activity	1.33	32,000			42,667
National PRS Conference	0.33	32,000		10,667	
Employer National Insurance			589	26,643	5,888
<b>sub total</b>			<b>4,855</b>	<b>219,710</b>	<b>48,555</b>

### Assumptions

Inflation increase of 3.5% pa for core staff 1.035

Employer national insurance 13.8% 0.138

No pension contributions (not required until 16 Jan 2017 when they will be paid at 3%)

## Earned Income

<b>EARNED INCOME</b>	<b>Fee</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>MEMBERSHIP</b>				
Individual private tenants	£10	200	600	1,000
Local private tenant organisations	£10	1,000	3,000	5,000
<b><i>sub total</i></b>		<b><i>1,200</i></b>	<b><i>3,600</i></b>	<b><i>6,000</i></b>
<b>AFFILIATES</b>				
Individuals or local organisations	£75	1,500	2,625	4,125
National organisations	£150	1,050	2,100	3,000
<b><i>sub total</i></b>		<b><i>2,550</i></b>	<b><i>4,725</i></b>	<b><i>7,125</i></b>
<b>CONSULTANCY</b>				
Provision of advice to Local Authorities	-		14,000	28,000
<b>TOTAL</b>		<b>3,750</b>	<b>22,325</b>	<b>41,125</b>
<b>NUMBERS OF MEMBERS/AFFILIATES</b>				
<b>MEMBERSHIP</b>				
Individual private tenants		20	60	100
Local private tenant organisations		100	300	500
<b><i>sub total</i></b>		<b><i>120</i></b>	<b><i>360</i></b>	<b><i>600</i></b>
<b>AFFILIATES</b>				
Individuals or local organisations		20	35	55
National organisations		7	14	20
<b><i>sub total</i></b>		<b><i>27</i></b>	<b><i>49</i></b>	<b><i>75</i></b>