

RSM Tenon

# 2011

Cross client  
thematic review



Resident involvement  
From strategy to action

## Foreword

The importance of good resident involvement cannot be underestimated. It can bring significant benefits in transforming services by helping residents take ownership and responsibility for the communities they live in.

Creating a culture where residents are in partnership with their landlord at all levels allows improvement in service delivery, meeting the needs of communities and importantly delivering value for money. This last benefit is often forgotten but has recently come to the fore given the level of funding cuts to the sector and the wider public sector.

We hope that you find this report useful in your continued drive for the delivery of quality services to your residents.



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## Executive summary

Resident involvement is a key priority for Government as part of wider measures to broaden the spectrum of public involvement in the delivery of services. Public or community involvement is considered an integral mechanism for delivering effective public services tailored to the needs of those who use them. The Government's 'Big Society' agenda brings an added element to the relationship between those who use services and those providing them. For the organisations responsible for ensuring quality in the services they offer, this brings the added commitment to engage the public in making decisions which affect the services they use. The Tenant Services Authority (TSA) regulatory framework for social housing in England reflects this.

The TSA standards and the outcomes they sanction include ensuring 'that tenants of social housing have the opportunity to be involved in its management'. A key priority for the TSA tenant involvement and empowerment standard is to create a 'fair deal' for residents which enables quality of life values to be met and services to be adjusted to cater for individual needs. In achieving this, regulation requires Registered Providers of social housing to set out exactly what they will offer to residents on an operational level whilst outlining how this meets the wider priorities of local communities. Most importantly, the TSA expects Registered Providers to involve residents in the design of services and deliver on the promises they make.

Achieving these objectives means that not only must providers include measures to involve residents in the overall management of housing provision and related activities but they should also interpret a firm understanding of residents' needs so that they can be reflected within the various strategic frameworks that underpin decision making processes.

Our review identified a good overall commitment to resident involvement. All respondents to our survey had a documented Resident Involvement Strategy in place and where the contents were scrutinised, the information presented was in line with organisations' overall corporate objectives. Despite this, 13% of participants had not undertaken an annual/bi-annual review of the content of the Resident Involvement Strategy to ensure it is up to date and relevant.

Although the focus of our review was the requirements in England, some of the findings included in this report will apply equally to other parts of the UK.

Resident involvement should not be seen as an end in itself; it is important that organisations use knowledge and information gathered through resident involvement activities to influence and improve services and performance, and assist in achieving organisational objectives. In order for this to happen, resident involvement should be embedded into the working culture of the organisation. If time is invested to do this, it is important to ensure that efforts are made to make it work both for residents and Registered Providers/boards alike, and that services offer value for money and meet the objectives of the organisation as a whole.

Our thematic review uncovered various opportunities for Registered Providers to improve and develop their resident involvement activities; key opportunities include:

- **Adopting new technology to assist in areas such as resident profile data collection**
- **Embracing social media, such as Twitter or Facebook, as a way of exploring new ways to engage residents**
- **Ensuring that residents have regular opportunities to have their say and are aware of how and when they can do this**
- **Ensuring that information on the development of resident involvement is shared with, or easily available to, all residents, boards and sub-committees**
- **Ensuring that feedback is gathered from a cross section of residents that are representative of the whole resident profile**

Despite these findings, a recurrent theme throughout the review concerned the level of take up displayed by residents of resident involvement activities, particularly with regards to involvement at Board level; at the time of our review, 12% of resident Board Membership places were not filled for the sample of Registered Providers examined.

### Questions that Registered Providers can ask in respect of resident involvement

How does resident involvement help the Board achieve operational and strategic goals?

What is the importance of using residents' views to shape services and achieve organisational business objectives aimed at delivering better, more responsive services?

Does engaging residents mean they then 'have a hand' in shaping the organisation's future?

How does resident involvement assist in ensuring effective business management? (Good public relations, an improved reputation for the organisation)

How does resident involvement link with Government's new emphasis on 'localism' and how can it enable social housing providers to work with residents to integrate resident involvement into wider community development initiatives?

## Thematic review

### Background

The TSA regulatory framework for social housing in England came into force for all social housing providers from 1 April 2010. Although this was the focus of our review, some of the principles included in this report will equally apply to other parts of the UK.

The TSA framework provides a set of six common standards that apply for all social housing providers and the outcomes and standards expected as part of the regulatory framework. The standard specific to tenant involvement and empowerment sets out a series of outcomes that providers should achieve for residents along with the TSA's specific performance expectations.

#### The TSA Tenant Involvement and Empowerment Standard

- **Customer service, choice and complaints:**
  - Providing choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards
  - Having an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly
- **Involvement and empowerment:**
  - Offering all tenants a wide range of opportunities to be involved in the management of their housing, including the ability to influence strategic priorities, the formulation of housing-related policies and the delivery of housing-related services
  - Consulting with their tenants and acting reasonably in providing them with opportunities to agree local offers for service delivery
  - Providing tenants with a range of opportunities to influence how providers meet all the TSA's standards and to scrutinise performance against all standards and in the development of the annual report
  - Providing support to tenants to build their capacity to be more effectively involved
- **Understanding and responding to diverse needs of tenants:**
  - Treat all tenants with fairness and respect
  - Demonstrate that they understand the different needs of their tenants including in relation to the seven equality strands and tenants with additional support needs

### What resident involvement means in practice

Resident involvement can refer to a wide range of tailored activities which form to offer a 'menu' of involvement to residents. This menu can include activities in which residents can take part and these can range from: focus groups, surveys, and scrutiny panels; to organised events that encourage the wider community to engage their influence and collaborate ideas.

Typically resident involvement covers the following:

- Any activity and/or process that a Registered Provider undertakes that assists it to know what its residents and/or communities want
- All of the activities and resources that enable people to be involved, if they so wish
- All of the activities that enable residents and communities to have more influence over decisions when they want it
- The framework in which involvement is delivered

The figure below highlights a selection of resident involvement activities identified during our review.

Figure one: Examples of resident involvement activity identified during our review.

Resident Involvement Committee 'Away Days'	Tenant Conferences and new resident tours
Resident newsletters and leaflets with specific sections on resident involvement	Subsidised travel to and from resident involvement initiatives
Resident Association social club activities such as cinema events and organised football tournaments	Attendance at local festivals and community events
	Mystery shopping exercises

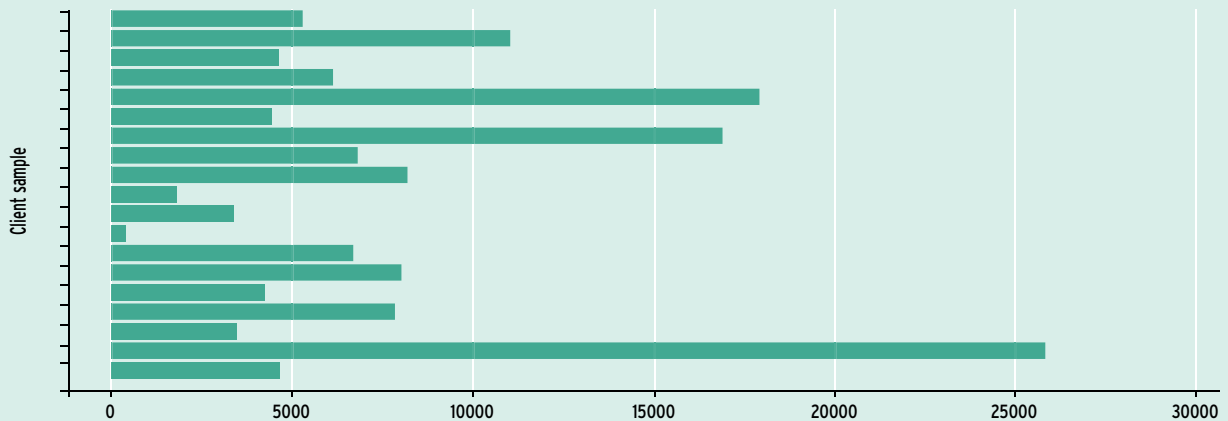
## Scope

During 2010/11, RSM Tenon undertook a thematic review of resident involvement across a number of our social housing clients. Our focus was on Registered Providers, however, the principles outlined will also apply to housing departments of local authorities who still own and/or maintain housing stock.

The purpose of the resident involvement review was to consider how providers encourage and support residents to become actively involved in housing-related matters and gauge the level and standard of resident involvement across participating organisations. Data on the scope of resident involvement activity was gathered via a tailored questionnaire and through more in-depth fieldwork activities and detailed reviews of clients' current practices. A total of 19 organisations participated in the review.

Participating organisations were diverse in size and services offered; however one clear message was that resident involvement was something that all boards had on the agenda both in terms of meeting regulatory requirements and wider organisational objectives. Our review sought to assess how Registered Providers encourage and support residents to become actively involved in housing-related issues and challenged how providers are achieving particular features of the resident involvement requirement.

Figure two - Graph depicting range of client housing stock



Our main considerations were focused on:

- The involvement of, and consultation with, residents, partners and relevant key stakeholders in the development of the Resident Involvement Strategy
- Providers' level of commitment to resident involvement; for example in ensuring objectives/targets for resident involvement have been set
- Whether providers identified the diversity of their community
- The communication methods that providers have in place with their service users
- If providers have a budget for resident involvement based on reasonable assumptions
- Whether training has been provided to Board Members, staff and resident groups
- The Resident Involvement Committee terms of reference;
- Performance reports on resident involvement including achievement of objectives
- Resident satisfaction levels
- Inclusion of resident involvement risks on risk registers and the monitoring of these risks

The following pages explore the findings from our review and collate comparative information and examples of good practice and innovation to enable clients to consider their own level of resident involvement activity.

## Findings

### Resident Involvement Strategy

A Resident Involvement Strategy outlines the commitments that Registered Providers will make to their residents to engage with them and reflect their involvement and details the organisations' prospective methodology for embedding resident involvement at a foundation level. Commonly, Resident Involvement Strategies set out an overview of the resident involvement work currently carried out, explain how this links with providers' wider priorities, and document future plans to increase and improve resident involvement activities.

#### Resident Involvement Strategy - Key findings from our review

- All respondents had a documented Resident Involvement Strategy in place showing their commitment to resident involvement and where the content of Resident Involvement Strategies were scrutinised, it was apparent that the information presented was coherent with organisations' overall corporate objectives
- Despite this, where we reviewed the Resident Involvement Strategy, 13% of participants had not undertaken an annual/bi-annual review of the content to ensure it is up to date and relevant
- 13% of participants had also not documented an Action Plan to support their Resident Involvement Strategy
- Where Resident Involvement Strategy Action Plans were examined, 83% were not routinely reviewed and/or updated

Undertaking an annual review of the Resident Involvement Strategy is important to ensure that the content is reflective of current conditions and still provides a framework of key principles and commitments against which to assess any future, proposed changes and initiatives for resident involvement.

It is common for Resident Involvement Strategies to be accompanied by an Action Plan which provides details of how Resident Involvement Strategies will be implemented to further embed resident involvement priorities. It is important that Actions Plans are regularly reviewed to ensure effectiveness. If a formal Action Plan is not completed or updated, there is a risk of inadequate monitoring of the organisation's resident involvement commitments, which could have a negative impact on the organisation's brand or wider reputation.

Registered Providers are becoming increasingly aware of the importance of using residents' views to achieve organisational business objectives aimed at delivering better, more responsive, services. A notable finding from our review was an example where one Residents' Association visited a sample of new residents to undertake a satisfaction survey on the condition of their new home; this not only enabled new residents to feedback immediate opinion to their Provider but also presented a further opportunity for Residents' Association members to relay information on their work to new people and encourage new members to join. Similar practice was also noted at one other organisation where Housing Officers/Estate Officers regularly introduced the subject of resident involvement at the sign up of a new tenancy to ensure that information on ways that residents can involve themselves was provided from the outset.

#### Actions that registered providers can take to strengthen their resident involvement strategy

- Undertake an annual review of their Resident Involvement Strategy
- Document and routinely monitor the Resident Involvement Action Plan; actions should be specific, measurable, achievable, realistic and time specific to ensure they can be effectively monitored
- Promote involvement to new residents at the sign up of a new tenancy. Opportunities for resident involvement could also be promoted during home visits by Housing Officers

## Identifying the resident profile

It is important that Registered Providers know and understand their residents and gather information from them to shape the services they deliver; this is important in meeting their residents' needs and aspirations. Identifying the resident profile is also an essential part of ensuring that current and future services are planned and delivered with a focus on equality, diversity and good relations; this safeguards that efforts are made to treat residents fairly and equally and ensures that they are able to access services as easily as possible. Up to date and comprehensive resident profile information makes a vital contribution to the development of new initiatives to target specific groups.

### Identifying the resident profile - Key findings from our review

- Our review highlighted that Registered Providers do recognise the need to have in place processes for identifying their resident profile
- However, whilst 67% of organisations already had measures in place to gather resident profile data, 33% were still found to be developing ways of initially obtaining this information or trialling new ways of obtaining more comprehensive or up to date information. Some examples of innovation in data collection methods include:
  - Special organised events where residents are asked to provide information
  - Adoption of hand-held voting technology
  - Use of specialist data collating software and online data surveys

### Actions that registered providers can take to strengthen identification of the resident profile

- Develop robust methods of gathering, recording, and continuously updating customer profile information
- Review information to identify those residents that are under-represented and document an action plan to ensure that under-represented residents are engaged with resident involvement opportunities

## Communication

Resident involvement is key to establishing the core aims and objectives of social landlords. In order for these aims and objectives to be achieved, effective two-way communication is essential between the organisation and its residents. Whilst it is important that Registered Providers deliver opportunities for involvement that are accessible, they also need to ensure that they continue to promote and communicate opportunities effectively. Effective communication centres on identifying the intended audience and keeping available information up to date, relevant and accurate.

### Communication - Key findings from our review

Our survey revealed that participants across the review use various communication channels to keep residents informed about involvement opportunities; these included:

- A tailored customer service phone line 'hold' message promoting specific involvement activities
- Two-way communication at specific events, for example, at annual tenants' conferences
- Internet and intranet websites
- A tenant newsletter providing information on ways residents can become involved, dates of resident forums, and forthcoming events. Features also include contact details of resident involvement teams (or similar)
- Publications made available in varying formats to increase accessibility, such as: audio; large print; Braille; and in different languages
- A Tenant Handbook informing residents of their rights, responsibilities and the ways in which they can get involved to influence and improve service delivery
- 58% of participants had set up a Facebook page, however, only 27% of these organisations provided information to residents on resident involvement activities via the facility. Some Facebook pages were not used at all

Whilst conventional methods for relaying information to residents are an important part of communication and play a majority part in informing residents of involvement opportunities, the way information is sourced and presented is progressing rapidly. Social media continues to grow in influence and is steadily breaking down barriers to communication, allowing people to connect, engage and share information by means of less formal methods. The rise in popularity of social media has resulted in a significant shift in how people discover, read and share news, information and content. Some providers have embraced the insurgence of social media websites, such as Facebook and Twitter, as an innovative way of communicating with residents. It is important to realise that not all residents are guaranteed to access this type of communication, whether this is down to personal choice or due to lack of access to the necessary technology.

Registered Providers have a commitment to respond to the needs of all residents including hard to reach groups. It is therefore important to understand the needs and requirements of these groups so that Registered Providers can establish the best tools for communicating with them. Providers need to ensure that all residents have equal access to their services, whilst recognising that some residents may require more support than others. In order to respond to this need, good communication is essential. Effective resident involvement measures can bring the benefits of new skills and increased confidence in the community which in turn empowers residents to hold to account the services offered by their provider. An important part of resident involvement is ensuring that all residents, regardless of circumstances, have the same chance to take up opportunities. Taking steps to remove potential barriers, such as language or disability, is key to widening participation to often under-represented groups.

#### **Actions that registered providers can take to strengthen communication**

- Consider using social media, such as Facebook or Twitter, as an additional way to communicate resident involvement activities, in conjunction with existing arrangements
- Where Registered Providers communicate with residents using social media, they should ensure that social media pages contain up to date information for residents to enable them to get involved in various activities

#### **Funding and training**

During our review, it became apparent at one organisation that residents would like to have more visibility of budgets and information on how they are spent; for example, residents would like to have the opportunity to understand the budget available for long-term planned maintenance, such as the replacement of windows, and to have the opportunity to put forward an opinion on the priorities for expenditure.

#### **Funding – Key Findings from our review**

- Our survey revealed that participants across the review have established resident involvement budgets in place and these included provision for:
  - Resident training/Tenant Participation and Advisory Service (TPAS) conferences
  - Mystery shopping (undertaken by people who pose as a resident to test the service of Registered Providers)
  - Resident surveys
  - Community projects
  - Funding for participation activities

Effective resident involvement in all aspects of housing, from strategy, to development and management, is key to the success of all Registered Providers and its significance has been brought into focus through the TSA's standards. Training will help Registered Providers meet these challenges. Organisations need to provide their staff and Board Members with training opportunities to plan resident involvement strategies and to ensure effective commitment to empowerment. Training can be further provided to residents, to ensure that they can develop and expand the knowledge and/or skills they need to take part in activities, or apply extra knowledge, skills and confidence at a higher level.

#### **Training – Key Findings from our review**

Our review highlighted that Registered Providers do recognise the need to provide training to staff and Board Members. Activities included:

- Induction training for all new staff, including a presentation by the resident involvement team providing an overview of what resident involvement is
- TPAS training provided to relevant staff and residents on awareness of scrutiny and resident involvement
- Board Members induction to provide an awareness of resident involvement

Resident involvement training for staff and Board Members seems to be an area where organisations differ in the degree of training offered. The greater the number of staff and Board Members that are trained on resident involvement, the more likely resident involvement will become embedded in the organisation.

#### **Actions that registered providers can take to strengthen funding and training objectives and activities**

- Explore ways in which residents can get more involved in the budget setting process; for example, residents could be given the opportunity to provide input into determining the priorities for expenditure on major repairs
- Ensure all staff and Board Members attend a resident involvement training session to develop effective understanding of the role residents play in shaping services. This can play an active part in promoting the range of involvement opportunities on offer and reduce the risk of inadequate monitoring or challenge at team or Board level to ensure the organisation's commitment to resident involvement
- Implement a training programme to support individual residents' aspirations for involvement. This can include: understanding the wider policy framework, understanding the impact of the Regulatory Framework and identifying different methods of involving residents

## Value for money

Financial pressures on Registered Providers mean that it is vital to demonstrate the value for money achieved through resident involvement activities, especially if funding for this activity is to be protected. In order to demonstrate value for money, information should be made readily available to show: the impact of involvement on both residents and the housing provider; The total cost of resident involvement and costs arising from specific initiatives; and any efficiencies or money or time saved as a result of the involvement.

### Value for money – Key Findings from our review

- Only 25% of organisations actively seek to benchmark their resident involvement costs against other Registered Providers

Comparative information is an important means of helping residents to understand their landlord's performance and, where necessary, to use this information to hold them to account. Benchmarking resident involvement information will help providers and their residents to determine whether the right resources dedicated to resident involvement are in place and are achieving value for money.

Resident involvement is a key component in efforts to ensure that neighbourhoods and communities are places where people want to live, now and in the future. Working with individuals and established resident groups in developing sustainable projects within their communities can bring many benefits and provides opportunities for people to make a difference to the areas in which they live.

### Actions that registered providers can take to strengthen value for money

- Undertake benchmarking exercises to compare expenditure on resident involvement with other similar organisations. This will improve performance and assist in demonstrating the value for money of their resident involvement work

## Resident involvement structure

This section looks at the specific roles and responsibilities of those accountable for resident involvement within their organisation.

Resident involvement in the management structure of Registered Providers can play an important part in successful resident participation. The benefits of having residents on management Boards include:

- Enabling residents to be involved in the making of decisions that will affect their homes and environment
- Enabling management Board members, staff and residents to work together towards a common goal
- Providing a better understanding between Board members and residents
- Making the Board more accountable to its service users and the community
- Helping the landlord to obtain the views of residents on policy issues and service delivery
- Enabling residents to influence the policies and practices that affect the way their homes are managed

### Resident Involvement Structure – Key findings from our review

- All Registered Providers have a dedicated resident involvement team within the organisation
- Of those job descriptions related to resident involvement that were reviewed in-depth, all adequately detailed the key roles and responsibilities for managing resident involvement initiatives
- Of those investigated, all Registered Providers had in place a steering group of some sort comprising of residents and/or Board Members
- 56% of Resident Committee groups met on a quarterly
- 83% of Resident Committee groups produce minutes from their meetings
- All Registered Providers that took part in this review offer opportunities for residents to become involved; however 12% of resident Board Membership places were not filled at the time of our review

All Registered Providers that took part in this review have a dedicated resident involvement team within the organisation. Where job descriptions were obtained as part of the review all had adequately included the key roles and responsibilities for managing resident involvement initiatives. In addition, of those investigated, all organisations had in place a steering group of some sort comprising of residents and/or Board Members, which include: Resident Forums or Tenant Panels that report to the Board at meetings; and Resident Committee groups (or similar) that meet on at least a quarterly basis.

Our review highlighted that 55% of Resident Committee groups meet quarterly, however, 17% hold monthly meetings, 11% meet on a bi-monthly basis, 6% are scheduled to meet eight times per year, and 11% meet on an ad hoc basis when it is considered necessary. 83% of Resident Committee groups produce minutes from their meetings; these are mainly available through the Board or the resident involvement steering group meetings where they are circulated.

All Registered Providers that took part in this review offer opportunities for residents to become involved; these include:

- Health and Safety Site inspections
- Mystery shopping exercises
- Estate walkabouts which involve residents accompanying Estate Officers to inspect the quality of housing services and the environment; residents are then able to provide feedback and suggestions for improvement
- Post-let inspections carried out by members of the Residents Association on a sample of newly let properties. This is to ensure that the 'lettable' standard has been achieved and that all services involved have performed to an acceptable standard

Despite these findings however, it is notable that at the time of our review, 12% of resident Board Member places were not filled. This indicates a shared difficulty for Registered Providers in encouraging residents to become involved at Board level and draws attention to the need to ensure that resident involvement activity does not become a tick box exercise. Instead organisations should ensure that residents are fully engaged with opportunities to involve themselves at all levels of the organisation and fully understand the influence their input can have upon the development and improvement of the services their Registered Provider offers.

#### **Actions that registered providers can take to strengthen their resident involvement structure**

- Publish Resident Committee (or similar) minutes on their website as well as sharing these with Board Members and senior management
- Make efforts to ensure resident places on Boards are filled so that an appropriate level of resident involvement is achieved at this level. These efforts could include:
  - Encouraging Housing Officers to identify resident Board members at sign up of tenancy
  - Promote vacancies in tenant newsletters
  - Asking resident Board members to 'find a friend'

Figure three - Graph depicting how often resident committee/group(s) meet

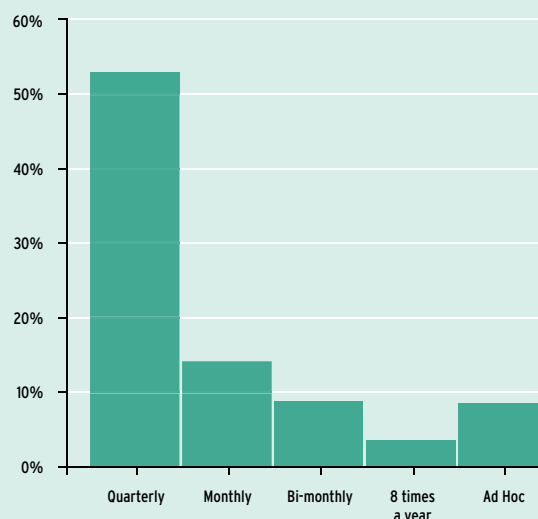


Figure four - Total Board members and proportion of those who are residents



## Management information

In order to ensure that an accurate and robust view exists of current performance levels and to help drive further improvements in resident involvement, there needs to be continuous monitoring and review. Board / sub-committee members need to have sufficient information on resident involvement to enable them to discharge their responsibilities effectively and as required by the regulatory code.

### Management Information – Key Findings from our review

- 83% of Boards and/or sub-committees receive regular reports on resident involvement
- 53% of participants have adopted Key Performance Indicators (KPIs) for resident involvement

Fieldwork exercises undertaken as part of the review revealed that the type of resident involvement information provided to the Board and/or sub-committee varied widely; from achievement against residents satisfaction via the STATUS survey (standard tenant satisfaction survey using methodology consistent with the National Housing Federation survey), to the results of mystery shopper activities.

### Actions that registered providers can take to strengthen management information relating to resident involvement

- Resident involvement KPIs should be agreed and reported upon in a timely manner. Examples of KPIs that could be adopted include (this list is not exhaustive):
  - Percentage of residents involved in resident involvement projects
  - Percentage of residents satisfied that their views are being taken into account
  - Percentage of residents involvement activities achieving value for money
  - Percentage of residents satisfied with their landlord's service
  - Percentage of residents surveyed satisfied with their neighbourhood as a place to live

### Additional notable good practice

RSM Tenon has experience at one social housing client where days are allocated from the Internal Audit annual plan each year to the Tenant Scrutiny Group. These days are then available so that residents can request reviews on any area of the organisation they wish Internal Audit to investigate. Internal Audit submits any findings to the Tenant Scrutiny Group which then reports to the Board. This process empowers residents to challenge decisions made by the Board and enables them to draw attention to matters that may not otherwise be considered. While this is clearly specific to the Internal Audit plan it is another way of embedding resident involvement at the core of an organisation.

Furthermore where resident facing Internal Audit reviews are undertaken (such as allocations and lettings, maintenance, and communication), this client ensures that the Resident Involvement Officer is consulted so that any issues communicated directly or through the various resident groups they attend are addressed and, if appropriate, incorporated into the scope of the review.

## About us

RSM Tenon is the largest provider of Governance and Risk Management Services to the Public Sector with over 650 clients across the health, education, housing and local government sectors as well as a large number of Government departments and agencies.

Within that, we work with over 150 social housing providers throughout the UK.

Recently awarded the accolade, National Accountancy Firm of the Year 2011 at the British Accountancy Awards, we are the 7th largest accounting and professional services firm in the UK and the UK member firm of RSM International, the 6th largest global network of independently owned and managed professional services firms.

## Acknowledgements

We would like to take this opportunity to thank the social housing providers who shared their resident involvement data and practices with us.

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