

Roupell Park

Resident Management Organisation Ltd

Working together to provide high quality homes
and create a fair, strong and sustainable community



ROUPELL PARK RMO

Annual Report 2023/24

01 Chair's Report

Welcome to the Annual Report 2024.

This has proven to be a very challenging year for Roupell Park RMO, with some highlights. Firstly, we have said farewell to our Estate Director of 10 years, Simon Oelman, as he eased into retirement. I am sure you will join me in saying a massive thank you to Simon for his tenure with us. He has brought us through some challenging moments and held fast during turbulent times.

As if that was not sufficient, we are also bidding farewell to Colin Carnegie, our Contract Manager and Deputy Estate Director at the end of August, as he too, transitions into retirement, in a much sunnier climate. Thank you, Colin, especially for the last two months where you kept us afloat while the challenges mounted. Thank you.

We continue our journey to maintain our position as a flagship TMO across the NFTMO and TMO movement. We have an agreed 3-year Business Plan which we continue to work through, and which can be found on our website www.rouPELLpark.co.uk Whilst we strive to deliver a service you deserve, this will not come without its challenges, economically or financially. Our accountability remains and we are determined to make good on the plans set out in our Business Plan. Whether



these goals are achieved or not, we will keep you informed.

We will also:

- As part of our community wellbeing strategy, we will continue to encourage

and assist, for example, with raised beds where residents can grow their own vegetables and/or flowers. We aim to expand this across the estate and to increase our biodiversity by looking at how we can improve our green spaces.

- **Continue** to hold the Council accountable for any investment made and to hold them responsible where failings occur.
- **Make** decisions in a transparent way and ensure that we are accountable to you. This will include making sure we meet the conditions of the Government's regulatory framework, and that we are able to demonstrate this.
- **Evaluate** the way we communicate with you, recognising that many of our residents choose to communicate with us via email or our website where lots of information can be found. We are also aware of those who may not be able to do either, and we will communicate with them in the traditional manner. We have already set up an email group so that we can send out important messages to you, not only to the whole estate but also block by block. We will continue to refine this over the next three years. If you want to join the group, please email us at roupellpark@lambeth.gov.uk
- **Maintain** excellent financial controls to ensure that we remain on a sound financial footing. We will also ensure that our Board and Staff are well trained, and we will continue to look at the way we are organised so we can deliver the best possible services.
- **Continue** to develop our community

development programmes so that more people can engage with others in the community. We will do this through partner organisations, but we will also continue to apply for grant funding so we can invest even more in our community.

Following the tragedy of the fire at the Grenfell Tower, there has been lots of regulatory changes which we are working through with the Council to deal with. These changes are happening regularly, and we must work through these. We also face new challenges in relation to mould growth and condensation in your homes, which we are working through with you, our residents. We understand that some of the issues lie around a wide range of issues, for example ventilation and structural issues. There is also the need to minimise the amount of moisture in your homes. We will work with you to try to resolve these





problems and, where we believe the issues are structural, we will refer the matter back to the Council.

The issues of nuisance and anti-social behaviour remain very high on the agenda. We continue to work with the police, Councillors, and Council officers to deal with the anti-social behaviour on Rush Common. Although we do not have direct control of the area, we will continue to put pressure on those who do to deal with the problems.

On the estate, it is important that we differentiate between anti-social behaviour and nuisance. Anti-Social behaviour is largely deliberate or criminal. This will include hate crimes, domestic violence, verbal abuse, harassment, intimidation or threatening behaviour, continuously playing loud music, drug abuse, and fly tipping. In

these cases, we will pursue a wide range of actions. Where we have the evidence, we will seek to address this under your tenancy agreement and or take legal action.

It is important that we do recognise that neighbour nuisance is different. As much as we would like to, no one can expect to live in silence. The sound insulation between flats is very poor. You will inevitably hear your neighbours moving about, children playing, washing machines and housework. You may even hear people's music and televisions even when they are set at a reasonable level. In these cases, we will try to get neighbours to talk to each other and to mediate between them so that they are able to understand the impact that the nuisance is causing and engender mutual respect. However, we must accept that there may not always be a perfect solution.

Our last survey carried out in 2022, 85% of our residents said they were satisfied or very satisfied with the services we provide and 4% thought it was poor or very poor. There were similar high satisfaction rates in relation to our repairs, and caretaking. While aspects of our services, such as dealing with complaints and anti-social behaviour, were generally well-received, we acknowledge that we still need to improve.

Having this information is crucial to us complying with the way the Government wants us to measure the way we deliver services. The expectation is that all landlords will put their residents at the centre of what they do and that they

properly listen to them. As a TMO we already have a head start but we need to make sure that we do not rest on our laurels.

We continue to actively engage with the Council over several issues including the many defects arising from the major works programme that they carried out. They have acknowledged that there are problems, especially with the coverings to the external walkways, private balconies, and roofs. Despite this they have yet to come up with a solution to resolve these defects. This is not only having a significant impact on residents' quality of life but also, for leaseholders, there are real issues about why we are paying for defective work.

To continue to deliver our ambitions for the future, we need more and more people involved. You could join the Board, become a block rep, come out and do estate inspections with us, improve the estate with grow beds, join our email group, or just reply to questionnaires. All of this is crucial so we can continue to improve. Let's continue to build our community by being respectful to each other, compassionate and caring.

Good News!

Let me take this opportunity to welcome our new Estate Director – Mr Robert Carroll who joined us on 5th August. He joins us with a wealth of knowledge, experience, lots of energy and appetite to grow Roupell Park RMO. His experiences range between head of Property & Estate Services, area manager, head of community investment

& community regeneration officer etc. He has a BA in Housing Management, Msc Real Estate Development & NEBOSH certified in Fire Safety & Risk Management.

Please feel free to visit our offices and get to know our Estate Director.



Finally, I would like to thank the Board for their commitment, steadfastness and courage over the last year, but particularly in the last three months. I would also like to extend my thanks and gratitude to the staff who stood out in turbulent times and weathered the storm. Most importantly, a big thank you to you, our residents, for being faithful and patient with us so that we can deliver an even better Roupell Park in the future. We will again call on that patience while we navigate through the next few months.

Mary Simpson
Chair.

02 Achievements

Since the last Annual Report we have:

- **Secured another excellent audit report**, highlighting the strength of our financial management systems
- **Delivered a variety of sessions on the MUGA** in partnership with key organisations, targeting four key groups: young people, girls-only, young people with learning difficulties, and adults over 45
- **Established new partnerships** to provide innovative services, reaching individuals not previously engaged (Unity Matters, Lambeth Walkers FC)
- **Held 5 energy-saving workshops** in collaboration with Repowering London
- **Ensured full compliance with fire risk assessments** to keep our residents safe
- Continued our work with the police and Council to address anti-social behaviour on Rush Common and developed a strategy to enhance community safety
- **Improved communication with residents** by increasing online accessibility, with 156 subscriptions recorded to date
- **Installed new bike storage facilities** for up to 50 bikes
- **Maintained high levels of resident satisfaction** for reactive repairs at 95%
- **Installed new fencing** to the side of Hyperion House
- **Renewed British Telecom panels**
- **Reduced void turnaround times** for Short Cycle Voids, to 22 days
- **Engaged over 30 residents** in the weekly Lunch Club, supported by the Lambeth Wellbeing Fund
- **Delivered 10 community projects** with over 100 residents in attendance

Having just joined RPRMO, it is impressive what has been achieved in the last year. The team should be filled with a sense of pride and accomplishment regarding the progress and achievements made over the past 12 months. Despite the challenges posed by an ever-evolving economic and social landscape, the team have continued to demonstrate resilience, innovation, and a steadfast commitment to our mission of creating a vibrant, sustainable community. Our focus remains firmly on the well-being of our residents. We have increased our efforts in community engagement, providing support and services that meet the evolving needs of those who call our estate home. We have also made some progress on the business plan that was agreed by residents, such as the installation of new bicycle stores on the estate and a plethora of activities on the MUGA. As we move forward, our focus will remain on enhancing the quality and sustainability of our estate. We are excited about the opportunities that lie ahead, particularly in the areas of community engagement and utilising technology to engage better with residents, such as SMS service and email. Our team is committed to delivering exceptional results, guided by our values of integrity, innovation, and community.

We are on track to meet the objectives outlined in the Business Plan 2023-2026. For the coming year, our goals continue to closely align with this plan:

- **Creating a clean, safe, and welcoming environment** with excellent facilities
- **Delivering exceptional services** that adapt to the evolving needs of our residents
- **Promoting a safe, green environment** and working to reduce our carbon footprint
- **Strengthening our business** to ensure future resilience
- **Building a strong, resilient, and cohesive community**

In closing, I would like to express my gratitude to our residents, partners, and employees for their continued trust and support. **It is through our collective efforts that we can achieve such remarkable outcomes and set the stage for continued success in the years to come.**

Thank you for your ongoing commitment to our vision.

Robert Carroll,
Estate Director.

03 Annual Performance

Rent Collection

The total arrears debt has risen from £132,642 at the end of 2022-23 to its current level of £182,262. This has led to an increase in the number of tenants in arrears (now 190) and an increase in the average arrears of tenants (£949).

The number of rent actions taken by RPRMO during the year is well down on from last year when the RMO recorded over 2300 actions. Performance needs to improve in 2024-25, to meet the rent collection target at the end of the year.

Service Charge Collection

RPRMO failed to meet the target in any month throughout the year. At the end of 2023-24 RPRMO had 67 leaseholders still to make a payment against their 2023-24 invoice, equating to a deficit of £119,606.

A service charge workshop was organised by Lambeth and training delivered by the leasehold services team. The training material helps RPRMO to better plan, organise and carry out its actions. Although the target was not met, there are encouraging signs that systems are in place to underpin the effective collection of service charges during 2024-25 on a more consistent monthly basis.

Repairs Completed on Time

RPRMO met the target in all 4 quarters of 2023-24 for repairs completed on time. Furthermore, over the last three quarters, 100% of repairs were reported as complete.

Gas Servicing

RPRMO completed all gas servicing within 12-months of the previous service, achieving 100% for 2023-24. This performance, which is a critical Health and Safety requirement, was notably praised by Lambeth's Client Team.

Average re-let time for Short Cycle Voids

RPRMO let eight properties throughout the year, achieving an average turnaround of 27 days, thus exceeding the target of 30 days in each quarter.

Repairs Satisfaction

Although the target of '90% satisfaction' was met in all but one quarter, RPRMO will analyse those returns where tenants were not satisfied to assist with improving the delivery of the repairs service in 2024-25.

Emergency Repairs Completed On Time

Over the year, 97% of emergency repairs were completed on time.

Percentage of tenancy checks completed

RPRMO completed 122 tenancy checks during 2023-24, which equated to 27.6% of tenancies, exceeding the 10% target.

Conclusion

While we have performed well in several areas, particularly in gas servicing, repairs, and tenancy checks, there remains room for improvement, especially in the collection of service charges. We are committed to addressing these challenges in the coming year to ensure continued excellence in our service delivery.

| DESCRIPTION | LAMBETH STANDARD | OUTTURN 2022/23 | TARGET 2022/23 | OUTTURN 2023/24 | TARGET 2024/25 |
|---|------------------|-----------------|----------------|-----------------|----------------|
| Rent collected as % of annual rent role | 98.5 | 105 | 98 | 97.6 | 98.5 |
| Current arrears as % of rent role | NA | 4.5 | 5.4 | 2.9 | 2 |
| % Service charge collected | 105 | 105 | 95 | 102 | 105 |
| Average relet time (days) | 30 | 23 | 26 | 27 | 27 |
| % Gas services within 12 months of previous service | 100 | 100 | 100 | 100 | 100 |
| % Satisfied with repairs | 90 | 100 | 97 | 88 | 90 |
| % Repairs completed on time | 90 | 100 | 100 | 90 | 90 |
| % Complaints dealt with on target | 90 | 100 | 100 | 90 | 95 |
| % Tenancy checks completed | 10 | 15 | 25 | 27 | 27 |

04 Financial performance

The Audited accounts for 2023/24 have been circulated with the agenda and can also be found on our website, www.roupellpark.co.uk.

We received a management allowance of **£1,183,312** from the Council, representing a 13% decrease. Additional income generated was **£45,093**. This gave a total income of **£1,228,405** as compared with £1,432,877 in 2022/2023.

In summary, the accounts show:

- A deficit of £42,559 in 2023/24, as compared with £57,278 in 2022/23.
- Total reserves of £612,228 (£654,785 in 2022/23)
- A surplus fund of £315,813 (£374,032 in 2022/23)
- Designated reserves of £295,977 (£280,317 in 2022/23). This is 25% of allowances, which is our agreed financial target.

The deficit this year reflects the impact of the unusually high numbers of replacement boilers, windows, and internal electrical works. The other significant financial pressures resulted from additional legal costs reflecting both the level of work on rent and service charge arrears, together with managing the increased challenge of disrepair claims.

Our new auditors for 23/24, Jerroms GNC Ltd, provided positive feedback at the conclusion of the audit, which acknowledged the organisation's sound fiscal management.

05 Staff updates

Comings and Goings

CELEBRATING A DECADE OF LEADERSHIP

Farewell to Simon Oelman This June, Simon Oelman, our longstanding Estate Director of 10 years, formally retired. Simon joined Roupell Park in October 2013, during a period when the estate faced significant challenges. Under his leadership, the organisation achieved substantial improvements and landmark successes, such as vastly enhanced finance systems and governance, culminating in our first Kite Mark from the NFTMO in 2016. Roupell Park's transformation was further validated by numerous audits praising its efficient management and transparency.

Simon was also a strong advocate for community development, which he introduced in 2014 and which flourished under his guidance. During his tenure, we won eight national awards, highlighting our commitment to social change and community well-being. Notable achievements include the creation of a new



sports pitch (MUGA) and the revitalisation of the garden at Hyperion House.

A former rugby player and keen cyclist turned gardener; Simon was a passionate advocate for healthy living. We thank Simon for his vision, hard work, and for making things happen. As he embarks on his retirement, we wish him all the best with his vegetable gardening and travels with his wife, Gill. He leaves behind a legacy of positive change, with residents at the heart of everything we do.

A FOND FAREWELL TO DAVE

Our Dedicated Office Volunteer Dave, now 74, retired from formal work some years ago, but he never stopped contributing until his health took its toll earlier this year. Dave was well-known to all residents and staff, not just as a volunteer but as an essential part of the Roupell Park team. He took on many tasks, often outside office hours, including managing the keys for the community centre and, more recently, the MUGA pitch. As a skilled tradesman, Dave was particularly adept at fixing things and often helped the elderly and vulnerable with minor handyman tasks. Whether it was replacing a light bulb or putting up curtain rails, Dave was always willing to lend a hand, such was his nature. An animal lover and self-taught zoologist, Dave owned some unusual pets, including lizards, snakes, and a bearded dragon. He also collected spiders. Dave was frequently invited to fairs, children's parties, and our Fun Day, where he proudly displayed his 'animal kingdom.' Children, and even some adults, were captivated by his collection.



We would like to thank Dave for his tireless commitment to our community and to Roupell Park RMO. He helped our operations run smoothly and often bridged the gap between the office and the elderly and vulnerable groups. We wish him the best of health in his well-deserved retirement.



FAREWELL TO COLIN CARNEGIE

We are bidding a fond farewell to our Contracts Manager, Colin "Colinski" Carnegie, who is retiring on 31st August. Colin originally joined RPRMO in November 2012 as the Maintenance Manager. Over the years, his role evolved, and he transitioned to the position of Contracts Manager, where he was responsible for procuring contracts, ensuring value for money, and effectively managing our budgets. During his tenure at RPRMO, Colin line-managed our Direct Labour



Organisation (DLO) staff and caretakers. He attended numerous meetings with Lambeth Council, where he highlighted defects in the Capital Programmes for external works and the internal kitchen and bathroom programme. While most staff worked from home, Colin continued to work full-time during the height of the pandemic, ensuring service delivery despite the challenges of COVID-19.

Colin takes pride in having significantly improved our reactive repairs and caretaking services for our residents. He will be greatly missed as a reliable, safe pair of hands, and as a wonderful colleague.

New Appointments

WELCOMING OUR NEW ESTATE DIRECTOR ROBERT CARROLL

We are pleased to introduce and welcome Robert Carroll, who joined our organisation on 5th August. Robert is a seasoned housing professional with over 15 years of experience in various roles across housing associations and contractors. A member of the Chartered Institute of Housing, he brings extensive expertise in Development, Housing, Urban Regeneration, and Community Development, providing him with a comprehensive understanding of people, places, and spaces. Robert also brings a wealth of experience in asset management, housing management, compliance, social value, and building safety. Robert says, "I'm delighted to have been appointed to this role, and I'm looking forward to working with residents, staff, and stakeholders to deliver excellent housing services for our community. I know how valuable and important a decent and safe home is, and we aim to deliver this, along with a great service, shaped and informed by our residents."

06 Community development

This year has been a testament to our ongoing commitment to delivering a robust community programme that benefits all residents of Roupell Park. Our efforts have been focused on several key areas:

- **Health and Wellbeing:** Ensuring the physical and mental health of our residents.
- **Educational Support:** Helping our school children achieve their full potential.
- **Support for Vulnerable Groups:** Offering additional resources to those who need it most.
- **Youth Engagement:** Providing opportunities for young people to participate in sports, enjoy summer activities, and receive educational support.

Although the annual NFTMO event—a key national gathering for Tenant Managed Organisations—was cancelled this year due to a fire at the venue, we are proud of our achievements. Typically, we would have hoped to celebrate another award win, as we have for the past seven years. However, despite this disruption and the ongoing financial challenges from reduced funding, we've managed to deliver impactful, free

activities that have significantly improved the quality of life for our residents.

In the face of the current cost of living crisis, we've made it a priority to ensure that all activities remain free, allowing every resident to participate. We continue to work with our trusted partners, maintaining our successful model of partnership delivery.



CEF LYN CX SUMMER PROGRAMME

Our partnership with CEF Lyn cx has proven successful with the Summer Boot Camp running from July 29 to August 23.



This program engaged 25 young people in activities ranging from arts and crafts to boxing, and leadership training. Daily healthy lunches were provided, addressing food insecurity. Additionally, four of our 16+ age group, Nathan, Joana, Jana, and Josiah, gained valuable paid work experience.

We also continued to support young people with disabilities (SEND) aged 14–25. With 37 registrations, their summer programme was filled with quizzes, swimming, yoga, and life skills training. They joined other young people for lunch at Windmill Gardens, enhancing social interaction and skills development.

As well as the summer holiday provision, the School Holiday Programme was available every six weeks during each school holiday: Easter, May, October, Christmas, and February. The activities are based at the nearby Windmill Gardens, allowing us to accommodate young people from across Lambeth. Over the past year, 40 (20%) out of the total 200 beneficiaries were young individuals from Roupell Park Estate. This has provided many families with the reassurance of a safe space for their children whilst parents / guardians are at work.

Spotlight on Josiah: CEF Lyn cx Summer Programme Staff

Josiah's Story

"I'm Josiah, I'm 19 years old, and I live here at Roupell Park. I work with CEF Lyn cx to deliver the summer programme for children with special needs. I've been doing this for the past two years."



Josiah began his journey with CEF Lyncx two years ago, initially uncertain about his ability to fit in and succeed. His early days were marked by shyness and hesitation, mostly just observing the sessions. However, as he became more involved, particularly in the disability sessions, he found himself becoming more comfortable and engaged.

“Working with children with disabilities forces you to think outside the box because you have to consider what makes them happy and how to achieve those outcomes. Some children are more challenging than others, but once you find a way to calm them down and communicate with them, it becomes very rewarding.”



Josiah's path hasn't always been smooth. Reflecting on his own struggles growing up, he candidly shares how he never imagined himself in a role where he'd be guiding others.

“When I was younger, I had my ups and downs. Now that I’m a staff member, I sometimes feel like a hypocrite telling kids to behave better because I used to act up, too. I joined CEF Lyncx when I was 14 and never thought I would end up working here. But after I left for a bit and came back, I realised I enjoyed working with kids, and I decided to stay, and also it gave me a chance to learn and improve.”

Josiah's love for football has also found a place in his work with the kids at Roupell Park.

“What is especially rewarding is that I can bring my personal interests to work. I’m a footballer, so I work with the kids to deliver sports sessions. I like coaching, and the

Boot camp is more sports-based, which helps me develop my skills and help the children develop theirs. It's been great for me and my two younger sisters."

Despite his success, Josiah remains aware of the challenges faced by young people in the community. He highlights the need for more accessible spaces for youth, noting that the MUGA is sometimes dominated by outsiders, pushing younger kids away. His solution is a timetable for free play that ensures fair access for everyone.

Josiah's advice for the youth at Roupell Park is simple yet powerful:

"Go outside, stay active, keep fit, and find activities you enjoy, especially sports. Doing something you like can support your personal growth and benefit the community as well."



As Josiah prepares to complete his coaching certificate with Fulham FCF, he's excited about where this journey

might take him next. We're proud of Josiah's achievements and look forward to seeing how he continues to grow and contribute to our community.

Thank you, Josiah, for sharing your insights with us. We are very proud of you!



AFTER SCHOOL CLUB

Our on-line After School Club has offered essential support with tailored one-to-one tutoring in literacy, numeracy, and science. With 20 young people from Roupell Park participating out of 100 overall, and an average attendance of 22 per session, the club has effectively addressed individual learning needs and provided a stable routine during uncertain times.

MUGA UPDATE

The Multi-Use Games Area (MUGA) remains central to our community activities. Fulham FC Foundation's "Kicks" sessions have been particularly successful, with "Kicks for Juniors" (ages 11–14) seeing high attendance since its launch. "Kicks Senior" (ages 14–18) has benefited from the introduction of futsal, enhancing participant skills and engagement. Despite lower winter attendances, we're seeing positive trends, including a rise in female participation.



WALKING FOOTBALL FOR ADULTS

This year, we introduced Walking Football with Lambeth Walkers FC, targeting

those aged 45 and older. This accessible sport has been well-received, with 10 residents regularly participating. The sessions have been especially suitable for those recovering from surgeries. An end-of-summer tournament is scheduled for August 31, with over 15 participants signed up, reflecting the sport's growing popularity.



SUPPORT FOR THE ELDERLY

Our commitment to elderly residents is unwavering. The Coffee Morning, now in its 20+ year, continues to provide a crucial social outlet every Tuesday. Linda, a retired teacher, leads creative activities, fostering engagement among attendees. Friday Yoga sessions, also led by Linda, offer a blend of yoga, strength training, cardio, and stretching, which contributes to the physical and emotional well-being of our elderly residents.

LUNCH CLUB FOR ALL

With funding from the Lambeth Wellbeing Fund, our Lunch Club has thrived, providing weekly meals to residents, particularly those living alone or facing financial hardship. Launched with a £4.6K grant from the London Community Foundation and conceived by our resident, Nouar, the club has been a great success, offering not only nourishing meals but also a supportive social environment. Nouar's cooking has been a highlight, making each session a feast for both the palate and community spirit.



WEDNESDAY SESSIONS FOR DADS

The "Dads Hub," launched in collaboration with Unity Matters and St Michael's Fellowship, offers support for fathers. This initiative provides a space for men to connect and discuss topics relevant to them, such as Paediatric First Aid and parenting. The sessions, which include food and refreshments, have forged a small but

dedicated group of dads, and we're excited to expand this support in the coming year.



LOOKING AHEAD: BIODIVERSITY PROJECT

We're committed to improving our estate's green spaces through a new biodiversity project. Partnering with Father Nature, we'll consult with residents on their ideas and feedback. Initial work will focus on Elstead Garden, with the potential to include Holmewood Estate. We'll seek external funding to support this project, aiming to begin work in the spring of 2025.





If you would like this information in large print, Braille, another format or another language, contact us on 020 7926 0214.

ESPAÑOL: Si desdea esta information en otro idioma, rogamos nos llame al 020 7926 0214.

FRANÇAIS: Si vous souhaitez ces informations dans une autre langue veuillez nous contacter au 020 7926 0214.

PORTUGUES: Se desejar esta informacao noutro idioma e favor telefonar para 020 7926 0214.

YORUBA: Ti e ba fe imoran yll, ni ede omiran, ejo e kan wa l agogo 020 7926 0214.

TWI: Se wope saa nkaeboy yi wo kasa foforo mu a fre 020 7926 0214.