



Community
Housing

Keeping it local Annual Report 2019/20

Everything we
achieved in our
fourth year!



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Welcome



Welcome to our Annual Report 2019/20, an overview of everything SW9 has been doing during its fourth year in delivering services for residents in Stockwell Park.

As with previous years, my message to you is simple: "Please get involved!"

The partnership that SW9 has with its parent organisation, Network Homes, is unique and it places residents at the very heart of decision making for our homes, green spaces and community as a whole.

We have the power to make a real difference and I would like to welcome more of you on the Board and taking part in other activities.

Together we can make sure that the area continues to grow and strengthen, both with – and for the benefit – of everyone in the community.

Thank you to Delroy and all of the SW9 staff, our involved residents, my Board colleagues and to everyone at Network Homes for helping to deliver another year of improvements in SW9.

I very much look forward to working to deliver more excellent services and opportunities for residents in 2020/21 and into the future.

Dee Alapafuja
Board Chair
SW9 Community Housing



To say "what a difference a year makes" may be an understatement when we look back on the financial year 2019/20.

It's been 12 months that began with SW9 working hard to complete its restructure (making sure that the organisation was running its services in an effective and meaningful manner), but ended with us wrestling with the challenges of a national lockdown and doing our best to maintain those services, often remotely.

Throughout these challenges we have been incredibly fortunate to have a committed resident-led Board in place that have helped steer us, as well as the ongoing support of our parent organisation Network Homes.

The coming financial year will undoubtedly have its own challenges, not least returning our services to something approaching normality. I am grateful to all of our residents for the understanding and support that you have shown during the pandemic and look forward to all that we can build together during 2020/21.

Delroy Rankin
Executive Director
SW9 Community Housing



This has been another positive year for Network Homes and SW9 Community Housing.

We've seen great progress made in the delivery of new homes, which will help us in our goal of opening possibilities for as many people as we can by building, renting and managing good homes in thriving communities.

A big highlight for the year was opening the revamped 'Stockwell Hall of Fame' graffiti pen as part of our wider £200 million investment into the transformation of Stockwell Park Estate and surrounding properties. We're happy to hear your thoughts and feedback on what's happening in Stockwell and hope you're pleased with your home and community spaces.

Lastly, I hope you stay safe and healthy during these difficult and unprecedented times we're experiencing due to COVID-19.

Helen Evans
Chief Executive
Network Homes

Our mission

Our mission is to: “work in partnership with local people to provide effective and sustainable housing services, enabling our community to flourish.”



Our values

Our values reflect our commitment to providing excellent services and community cohesion through the empowerment of our residents:

Independence

SW9 aims to operate as an independent socially responsible business that builds on the accomplishments of both Community Trust Housing and Network Homes.

Local

SW9 wishes to retain its close local links and support local people and businesses.

Quality

SW9 wishes to provide good quality housing and services which will not only benefit residents but also enhance their quality of life. We will also demonstrate, deliver and promote recognised good practice within the tenant-led housing sector.

Working in partnership

SW9 is keen to work in partnership with the local authority, other housing providers and organisations whenever this will benefit the provision of local housing and services.

Value for money

SW9 aims to ensure it delivers competitive, high quality services that represent value for money for our residents.

Financially sound

SW9 will be prudent in its financial management. This will ensure a strong and viable future with the ability to continue to maintain existing homes and offer a full range of services to a high standard.

Integrity

The Board and staff will operate in an environment which supports the highest levels of integrity: where openness is encouraged across all our activities and with our stakeholders and partners. Our governance will be regularly reviewed to ensure appropriate controls and accountability across all areas of our business.

SW9 Community Housing in numbers



The total number of properties we manage is 1718. This is made up of:



Our 2019/20 objective

Provide high quality housing services to our customers.

Julie Alexander, Head of Operations:
 “The Housing team at SW9 is large and incorporates every part of the housing management service. This includes Neighbourhood Services, Income Collection, Leasehold Management, Supported Housing for the elderly, the Office Reception team and Community Engagement.

“We believe that the key to delivering high quality housing services is not just in delivering the core services in a fair and transparent manner, but making sure that we do so while providing a great level of customer service to our residents.

“We are proud that we have an overall customer satisfaction of 70%, but understand that for every seven who are pleased by their interactions with SW9, there were three interactions that need improving upon.

“Our residents are the reason SW9 is here and the community is growing with every passing year. We will continue working hard to improve upon our delivery to you, investing in customer service and making Stockwell Park a great place to live.”



Hampers for the vulnerable

Each year, at Easter and Christmas, a group of volunteers come together to source goods and pack hampers for elderly and vulnerable residents on the Stockwell Park Estate (plus surrounding street properties).



Led by resident Marcia Scott, the small team of volunteers and SW9 staff get together to spend an entire day getting hampers ready to be delivered.

Says Peter Adams, Communications and PR Officer: “The Hampers Projects are an excellent part of our yearly work to help support residents. I know myself from delivering them that they are really well received by the community. Marcia and her team should be applauded for all the time and effort they put into this work. We all think they are brilliant!”

During 2019/20 200 hampers for vulnerable/ elderly individuals on the Stockwell Park Estate and surrounding street properties were packed and delivered.

In numbers



<p>Overall customer satisfaction</p> <p style="font-size: 2em; font-weight: bold;">70%</p> <p>Target 70%</p>	<p>Stage 1 complaints responded to within 10 days</p> <p style="font-size: 2em; font-weight: bold;">100%</p> <p>Up 15% from 2018/19 (85%)</p>	<p>New tenant visits completed within 6 weeks</p> <p style="font-size: 2em; font-weight: bold;">100%</p> <p>No change from 2018/19 (100%)</p>
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Community Engagement – a fresh start

After a period of flux in Community Engagement at SW9, we have now appointed Komal Doan as our new Community Engagement and Communications Manager. She will be taking this service forward with a new vision, drive and energy, just at the point that we take into management two brand new spaces for the benefit of the community.

We took five minutes to meet with Komal and find out more about what she will be doing during 2020/21.



Hi Komal, tell us a little bit about what you do and what you're hoping to achieve at SW9?

As my job title suggests, my aim is to encourage residents and household members to get involved in a number of varied activities. I will work in partnership with them to make the SW9 community stronger.

Starting a community-based job during lockdown must have been tricky?

Absolutely! It certainly is a very tricky time. Whilst community engagement is all about face to face interaction with residents and building bridges I am

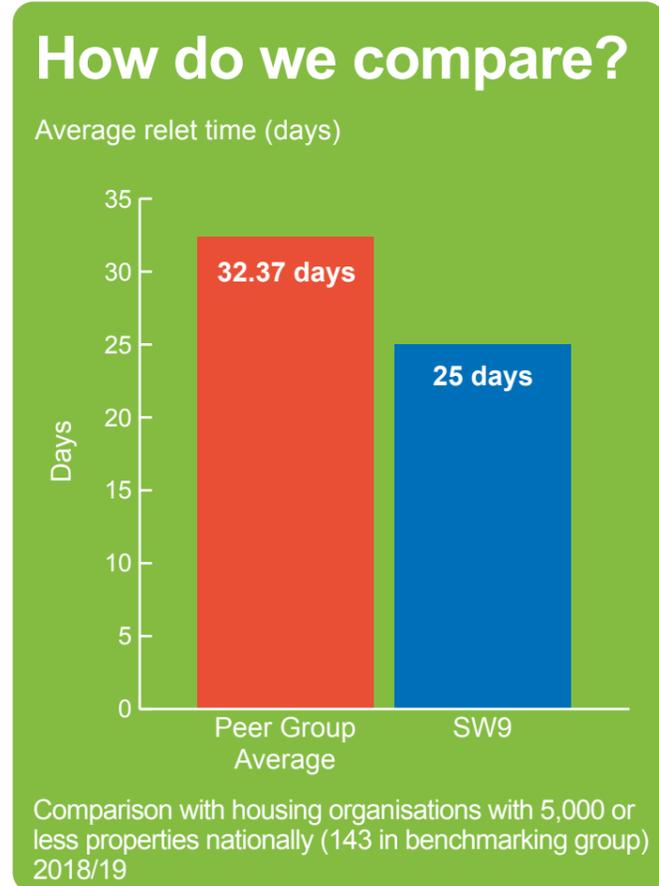
currently finding ways in which we can continue to interact with our residents and make sure their voices are being heard and offer different methods of engagement.

Can you tell us a bit about yourself?

I'm a glass half-full kind of person and see the positive in all that I do. Having been running community engagement activities for 10 years now, I simply do not seem to get bored with it because I have seen first-hand the difference it makes.

And finally...

Residents are at the heart of not only what I do but in all that SW9 does. I'm very keen on developing a myriad of opportunities for residents to get involved in and hearing what they have to say about service improvement. For example, SW9 is currently launching its new Improvement Panel, where residents will have a direct say in the way in which we conduct some of our services. The Improvement Panel will investigate services, hold SW9 accountable and make recommendations to the Senior Leadership Team. This ultimately will have a positive impact for the wider community.



Our 2019/20 objective

Manage the housing stock and associated assets effectively, and to high standards for the comfort, safety and benefit of our residents and for the well-being of the community as a whole.

Simon Hall, Property Services Manager:

“We know that your home and the area that surrounds it provide the foundations for SW9 as an organisation. If we are not maintaining our bricks, mortar and green areas to a high standard then we can’t expect the community to grow and flourish within those spaces.

“It’s fair to say that, in terms of Property Services, this has been a challenging year for SW9, but one that we have learned from in a manner that will allow us to move forward with confidence. The team is now stable, with new and dynamic managers in place, that will allow us to build on the successes of the past while also going further in the quality of services we provide.

“In addition, the new financial year will see us bring on board a new repairs contractor that will deliver the quality of work that both you, and SW9, expect to receive.

“Your feedback consistently tells us that repairs and estate services are the areas that are most important to you. We want to reassure you that we feel the same and that we have listened, learned and will take great strides during 2020/21.”



How do we compare?

Number of days to complete a repair



Comparison with housing organisations with 5,000 or less properties nationally (143 in benchmarking group) 2018/19

Join us on a Block Inspection

During 2020/21 we will be going further than ever before to encourage you to take part in our regular Block Inspections on the estate. We believe it is important that residents have the opportunity to meet with the Estate Services Officers responsible for keeping their area safe, clean and well maintained as they may be aware of issues that we do not know about.

To find out when the team will be in your area please visit the Block Inspections section of our website www.sw9.org.uk or follow SW9 on Facebook and Twitter.

In numbers



Scheduled playground inspections completed

99%

Down 1% from 2018/19 (100%)



Satisfaction with Repairs and Maintenance

76.5%

Peer group average: 72.6%



Repairs appointments kept

89%

No change from 2018/19 (89%)



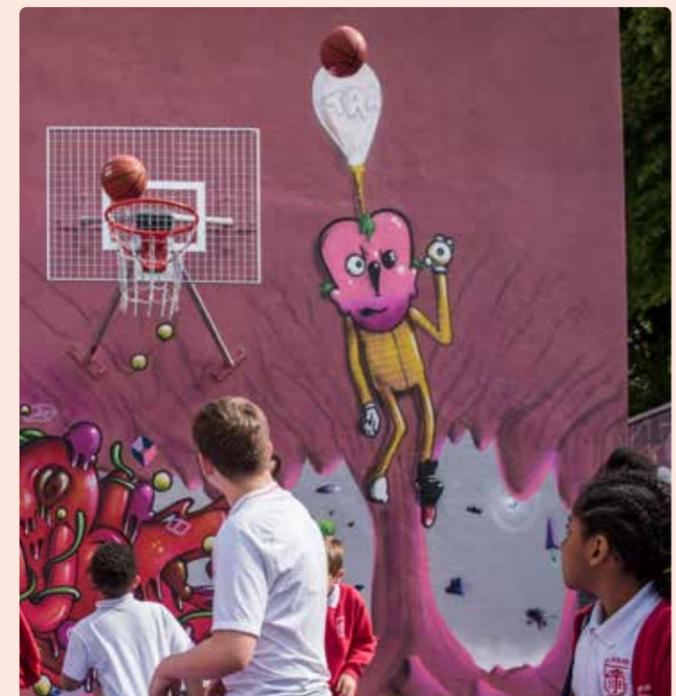
The Stockwell Hall of Fame

On Wednesday 15 May local residents, members of the creative community, staff and guests invited from Lambeth Council and partners, all came together to officially reopen the ‘Stockwell Hall of Fame’. The world-famous graffiti pen was reopened after a significant refurbishment by SW9 Community Housing’s parent company Network Homes and is now managed by the SW9 Property Services Team.

As well as being a space for graffiti art, it can now also play host to films, sport and more. The graffiti pen has been in use for 40 years and it is one of only a few places which allows people to legally paint graffiti. The refurbishment was carried out by Kingsbury Construction and work began in December 2018 following an extensive consultation with local residents, graffiti artists and architects. The new pen is designed to be multi-use and especially welcoming to children. It can showcase changing graffiti artwork and interior wall spaces have been kept to allow artists to continue working. A new internal podium which can be used to show films has also been installed and there is a sports court for basketball and football.

The revamped Hall of Fame is part of the wider £200 million investment by Network Homes into the transformation of the Stockwell Park Estate. Delroy Rankin, Executive Director at SW9 Community Housing,

said: “Having a dedicated place for graffiti and public art is something quite unique to the Stockwell Park Estate. The space is famous, and we are very proud that it has been refurbished and opened out into a facility that can be used by the entire creative community, both within the estate and beyond.”



Our 2019/20 objective

Demonstrate high standards of governance and business effectiveness through scrutiny and due diligence by the board of management.

Delroy Rankin, Executive Director:

“Although the homes on Stockwell Park (including surrounding street properties) are owned by our parent organisation – the G15 Registered Provider Network Homes – keeping services local is of key importance for SW9. Reflecting this, we operate autonomously and have our own resident-led Board, something that makes us unique in the housing association sector.

“At capacity our Board is made up of 13 volunteers, a complement of tenants, leaseholders, independents and one Lambeth Council nominee. This allows us to make decisions for the benefit of our residents, reflecting the strong sense of community and tradition of resident involvement that makes the area so special.

“In the coming financial year of 2020/21, this sense of localism will be reflected as we put into action the Board decision to bring all cleaning on Stockwell Park in house. This will not only allow us to deliver a higher and more cost-effective level of service, but it will also

bring us an important step closer to the long-held Board aspiration of delivering our own repairs service.

“We will also work toward making your Board more representative in terms of gender balance. We will recruit new members with specific skills to ensure the Board has all the necessary skills and experience needed to ensure the continued success of the charity.”



In numbers

<p>Percentage of Board Appraisals carried out</p> <p>100% </p>	<p>Percentage of contractors that meet the criteria of care set out by SW9 before entering into contract.</p> <p>100% </p>	<p>Percentage of attendance at Board meetings</p> <p>77% </p> <p>Target 90%</p>
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Your Board for the coming year



Dee Alapafuja
Tenant Board Member (Chair)



Olu Ajisebutu
Leasehold Board Member (Vice Chair)



Adebayo Ajibade
Tenant Board Member



Daniel Garza
Tenant Board Member



Steven Warren
Tenant Board Member



Benjamin Peart
Leasehold Board Member



Daniel Cromb
Leasehold Board Member



Paul Brett
Leasehold Board Member



Cllr Joshua Lindsey
Lambeth Council Appointee



Andrew Sternberg
Independent Board Member



Colin Faulkner
Independent Board Member

You can contact your Board by emailing board@sw9.org.uk or writing to them at SW9 Community Housing Board, 6 Stockwell Park Walk, London, SW9 0FG.

Our 2019/20 objective

Make SW9 a great place to work by valuing our staff through recognition, training, development, coaching and leadership.

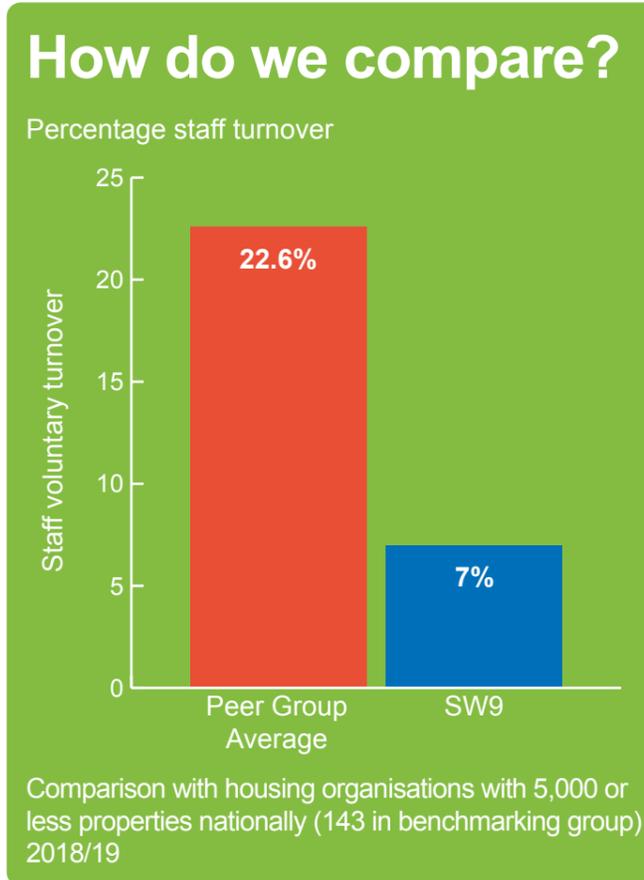
Orane Lewis, Head of Finance:

“At the heart of any organisation is its people. Everyone from those on the ground, keeping the estate clean and tidy, to the managers making operational decisions in the office, have an important part to play in making sure our community is supported, secure and receiving the services they expect from SW9.

“Our team of skilled and dedicated individuals are committed to high-quality delivery, but in order to do this it has been necessary for SW9 to undergo a period of reflection, planning and change in how the organisation is structured. At times this has been challenging, however it was also necessary for us to ensure that we can continue to build a reputation for customer service to you, our residents.”

“Now that our team is stable, we will continue to develop the knowledge and skills of our people in all areas of the organisation, supporting professional development as well as providing wellbeing and social activities to address their personal needs and interests.

“We want SW9 to be a great place to work – after all, happy staff mean happy residents, the very reason why SW9 is here.”



In numbers

Employee satisfaction with teams

75.25%

Down 1.75% from 2018/19 (77%)

External award recognitions

6

Up 2 from 2018/19 (4)

Working days lost due to sickness absence

3.14%

Down 0.2% from 2018/19 (3.16%)

The SW9 Festival 2019

At SW9 we believe in offering our community something more than just the delivery of core housing services.

This is why we offer a range of activities every year to our residents including the SW9 Festival (a fortnight of summer fun including coach trips, activities such as the annual BBQ and opportunities for personal development), art classes, gardening clubs and supporting our volunteers to deliver hampers at Christmas and Easter for vulnerable members of the community.

This is only possible because our staff are willing to go the extra mile to help deliver these activities. As such we allow every member of our team one day a year to take part in what is called CSR activity. This stands for ‘Corporate Social Responsibility’. Although the title may seem rather stuffy, what it means is that we actively encourage our staff to get out of the office and into our community, mixing with residents and helping you to put a face to the name.

Week One

The SW9 Festival 2019 kicked off on Monday 19 October with a coach full of residents heading for a big day out at London Zoo. The next day we held an Art Workshop at Helmi House where attendees got the chance to test their painting prowess! On Wednesday three packed out coaches set off from the SW9 offices for a full day on the beach in Brighton. On Thursday we offered those looking for work a chance to have a one-on-one session with a Get Job Ready personal adviser. The week ended with our annual summer BBQ at Wynter House, giving residents and staff the chance to mingle, have fun, eat incredible food and enjoy a bit of a bounce on the castle!

“The weather and interactions with everyone.”

Week Two

Following the Bank Holiday weekend, The second week of the festival launched with a Trampolining Session at Flip Out in Wandsworth. Wednesday gave our younger residents the opportunity to take part in a Cycling Proficiency Course, while Thursday saw us hold a Jewellery Workshop. The Festival closed with a blisteringly hot afternoon at the Stockwell Hall of Fame for a community sports session.



“Being together with the community. Engaging and interacting with other tenants.”

What you thought

What did you enjoy about the SW9 Festival?

“Every moment from the beginning to the end of the trip.”

“SW9 hosts were very friendly and helpful.”

“Fun for the kids, very active.”

“Good organisation, good weather, good value.”

Thank you

A huge thank you to our contractors and partners who sponsored the SW9 Community Housing Festival 2019:



Our 2019/20 objective

Contribute to sustainable tenancies through the support and advice we provide to tenants, in particular with regard to the impact of universal credit.

Orane Lewis, Head of Finance:

“As a resident-led housing organisation, keeping a strong focus on finance is incredibly important. Our main source of income is received from the rents and service charges paid to us by you, our residents.

“While this means that delivering value for money is a key driver for SW9, it also means that we have a duty to make sure our residents are able to afford to make payments and work hard to support them when they are facing difficulties.

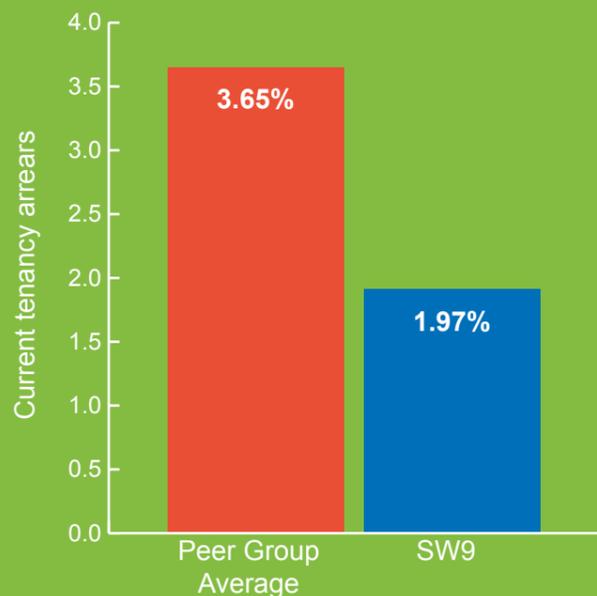
“Our Income team regularly go the extra mile to help residents and make sure they are in receipt of everything they are entitled to. We are incredibly proud that, in the financial year of 2019/20, they have helped our residents receive over £180,000 that they might not have otherwise had access to. They also offer Universal Credit advice, Food Bank vouchers plus a wealth of other support and services, including financial training.



“By working with our residents in this way, we not only support them but also help to maintain the financial strength of SW9 itself, for the benefit of all.”

How do we compare?

Percentage of current tenant arrears



Comparison with housing organisations with 5,000 or less properties nationally (143 in benchmarking group) 2018/19

Struggling with Universal Credit?

If you receive benefits and are now moving to Universal Credit, it is very important that you tell us as soon as possible.

Universal Credit began to be rolled out in Lambeth almost two years ago. We now have over 150 residents on Universal Credit and this figure continues to rise every week.

The big difference with Universal Credit is that your benefits will be paid directly to you every month in arrears. You will then be responsible for paying your rent to us via Direct Debit.

People having issues managing until they receive their first Universal Credit payment is a key issue with the new benefit, as revealed by research from Citizens Advice. But we are here to help you. Our income team is available to provide you with advice. Don't suffer in silence! Call us on 0207 326 3700 to talk to us about Universal Credit.

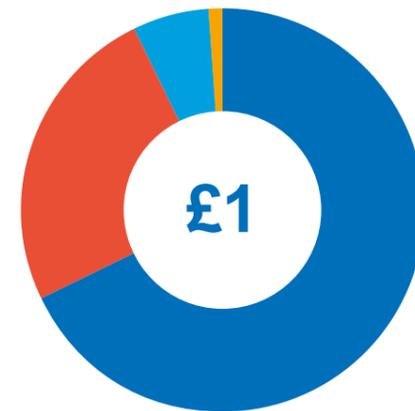
In numbers



<p>Number of referrals to Welfare Advisors</p> <p>82</p> <p>Up 19 from 2018/19 (63%)</p>	<p>Monetary gain to residents from welfare advice</p> <p>£180,008</p>	<p>Satisfaction with how call is dealt with by Income Team</p> <p>93%</p> <p>Target 85%</p>
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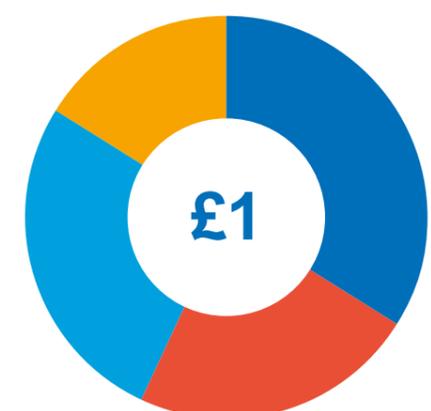
Money, money, money

Where every £1 of income came from:



Rental Income	68%
Service Charge Income	25%
Other Income	6%
Reserve	1%
Total	100%

How we spent every £1 of income:



Network Homes Management Charge	34%
Management & Admin	23%
Service Costs	27%
Repairs Cost	16%
Total	100%

Our 2019/20 objective

Contribute to the development of our community with the support of our parent organisation, Network Homes, and where possible provide opportunities for residents to help meet their non-housing needs and to participate in the decision making process.

Komal Doan, Community Engagement and Communications Manager:

“At SW9 we are incredibly grateful for the continued investment and support of our parent organisation, Network Homes.

“The transformation of Stockwell Park began in the mid-nineties under the previous Tenant Management Organisation and has been continued by Network Homes over the past 13 years. Those residents that have lived on Stockwell Park for a long time may recall the estate has had its difficult and challenging times, which even meant that on occasion people did not want to live here. It is now a place of choice. We are proud that the regeneration of the estate continues to set an example of how to merge the new with the old whilst retaining the heart of the community.

“The coming financial year of 2020/21 will see exciting new steps for Stockwell Park as we take into management the new Thryale House development, including two new community spaces – a Resident

Resource Centre and separate Leaning Centre – just for the benefit of the SW9 community.

“These are important both for SW9 and for you, our residents, and we look forward to delivering an ever-increasing programme of opportunities to benefit our community.”



In numbers

£ invested in the Stockwell Park Estate to date

£226 million

Number of new homes to be delivered on the Thryale House site

177

New developments and refurbishments already completed

16

Regenerating SW9



SW9 is in the process of going through some very positive changes. The regeneration of Stockwell Park, delivered and managed by Network Homes, has taken place over the last 13 years, and is anticipated will continue until 2022.

New build developments have included the Dudley Garages site, Lidcote House, Redmayne House, Albemarle House, Wayland House and Dalyell Road as well as 190 Stockwell Park, Brixton Road and Moat Place. Meanwhile refurbishment projects have been completed at Denchworth House, Norton House, Dudley House, Lambert House, 143 Stockwell Park Road, Bedwell House and Barret House.

During 2020/21 SW9 Community Housing is delighted to be taking into management 177 new homes at the Thryale House development.

The mixed-use development will offer homes for private sale (76), shared ownership (20), supported housing (40) along with a mix of affordable and social rent homes (41), which includes four-bed town houses. The development is a key gateway onto Stockwell Park and is the latest phase of £226 million of inward investment by our parent organisation Network Homes over the last 13 years.

As well as the new homes, the development has also included several added benefits during construction such as local employment, apprenticeship opportunities and practical skills based training. The scheme also includes new non-residential commercial space which provides much needed small retail/office space. Negotiations between Network Homes and the Co-Op and a small local housing charity to lease some of the ground floor space are progressing well.

As part of the regeneration legacy, Network Homes has agreed to a revenue split with SW9 for the rents received. This additional source of income for SW9 will be ring-fenced to support our ambitious community engagement plans.

Included within the development, which was agreed by Network Homes and part of the original planning application, is the provision of new community facilities in the form of a Resident Resource Centre and a separate Leaning Centre. We are currently working with a number of our stakeholders and partners to ensure these purpose-built facilities are used to increase life chances for our residents, local young people and the benefit of the community.

Your team

Your SW9 team in the coming year



Senior Leadership Team

Delroy Rankin Executive Director	Julie Alexander Head of Operations	Dipak Patel Head of Corporate Services	Orane Lewis Head of Finance
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Corporate Services Team

Zoe Christodoulou Policy and Performance Officer	Katarzyna Jozwiak Executive Assistant (Business)	Jeannie Trainer Business Support Assistant
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Finance and Human Resources Team

Krishanthan Senthivel Finance Manager	Belief Otite Service Charge Accountant	Dionne Bennet - HR Officer
Ria Blagrove - Finance Officer	Sandra Brown - HR Adviser	

Operations Team

Leasehold Services

Carolyn Reece
Leasehold Property Manager

Legal Services

Naomi Moore
Legal Services Adviser

Housing Services

Patricia Aihie
Housing Services Manager

Olu Adedotun - Neighbourhood Services Officer

Edwin Maharaj
Neighbourhood Services Officer

Novelette Ellis
Tenancy Support Officer

Lana Hunte - Supported Housing Scheme Manager

Elizabeth Tedla - Housekeeper
Ramone Gordon
Housing Assistant

Breeze Farquharson
Receptionist and Admin Assistant

Lan Chuong - Income Officer

Benjamin McMillan
Income Officer

Property Services

Simon Hall
Interim Property Services Manager

Michelle Levy
Estates Manager

Roy Wayre
Project Mobilisation Manager (In-House Cleaning)

Dawit Kuma
Property Services Officer

Derron Hamilton
Repairs Coordinator

Christine Brady
Repairs Assistant

Davison Hunte
Estate Services Officer

Roy Miller
Estate Services Officer

Andrew Woodman
Estate Services Officer

Community & Communications

Komal Doan
Community Engagement and Communications Manager

Peter Adams
Communications and PR Officer

SW9 Cleaning

Rafal Gawlowski
Cleaning Site Manager

Fnot Bekretsyen

Million Binyam

Yordanos Birhane

Damian Bury

Ricardo Candelo Moran

Jose Da Costa Gomes

Catherine Egbine

Alganesh Habte

Peter Howley

Alem Kahsay

Walter Masaquiza Diaz

Veronica Mendoza Villa

Juan Rojas Florez

Avelino Silva Rodrigues

Zbigniew Strzelczyk

Hidat Weldegiorges



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