



Community
Housing

Keeping it local Annual Report 2020/21

Everything we
achieved in our
fifth year!



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Welcome



Welcome to our Annual Report 2020/21, which offers an overview of everything SW9 has been doing during its fifth year of delivering services for residents.

This has been an unprecedented financial year, defined by the pressures of managing and delivering through the COVID-19 pandemic and the numerous lockdowns that resulted. I am proud of the work that staff have put in during this time, not only in keeping the service running and going the extra mile for vulnerable members of the community, but also in completing key strategic targets such as bringing cleaning on Stockwell Park in house.

In the coming year I am looking forward to our community once again coming together, with more face to face engagement as the RISE programme takes shape – reintroducing activities such as question and answer sessions and seasonal events.

Ultimately, my message to you remains simple: “Please get involved!” The partnership that SW9 has with its parent organisation, Network Homes, is unique and places residents at the very heart of decision making for our homes, green spaces and community as a whole. We have the power to continue to make a real difference for residents now and into the future.

Dee Alapafuja
Board Chair
SW9 Community Housing



The year in review (2020/21) was difficult for everyone, especially those that lost family or friends during the pandemic.

During such uncertainty, SW9’s reaction was to work as hard as possible to deliver a sense of continuity and stability during a time that few ever expected to witness. It was not always easy, and I am incredibly grateful for the understanding and support that has been shown to SW9 management and staff.

For our part we will repay this by ensuring we do what is necessary to get back to normal, striving to improve the services you pay for and reintroducing the many resident engagement activities you are accustomed to through our new RISE programme.

Delroy Rankin
Executive Director
SW9 Community Housing



This has been another positive year for Network Homes and SW9 Community Housing despite the challenges we’ve all faced in these unprecedented times.

We’re continuing to deliver new homes, helping us with our goal of increasing the number of homes for people in housing need. Notable highlights have been the delivery of 177 new homes at Thrayle House along with the refurbishment of existing properties and new apartments at Tyler House. This is part of an overall £200 million investment we’re making into the transformation of Stockwell Park.

We’d really like to hear your thoughts and feedback on what’s happening on the estate and hope you’re pleased with your home and area. Finally, it’s good to see normality begin to return during what has been a truly difficult time for all of us. I hope you all continue to stay safe and keep well and that over the next year we begin to recover from the COVID-19 pandemic.

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 2020/21 objective

Provide high quality housing services to our customers.

Patricia Aihie, Interim Housing Services Manager:

“Our residents are the reason SW9 is here. Whether you are a tenant or a leaseholder, we strive to deliver excellent customer services, in a right first time manner.

“The Housing team at SW9 is the largest in the organisation. It includes Neighbourhood Services, Income Collection, Leasehold Management, Supported Housing for the elderly, the Office Reception team, Community Engagement and Communications.

“The COVID-19 pandemic has meant this has been a year of significant challenges for the service with a large number of staff working from home. While this is reflected in some of the numbers, I am grateful to everyone in the team who went the extra mile to ensure SW9 was still operational during this time and there for

our community.

“Despite the national situation, this dedication has been reflected with an increase in overall customer satisfaction for the year, which is currently at 76%.

“We are not complacent and we will work with our residents to put new systems in place in the coming year. We welcome your suggestions.”



Celebrating 10 years of the Hampers Project

2020 marked 10 years of the SW9 Hamper Project.

For the past decade a team of volunteers, led by resident Marcia Scott, have come together to source goods and pack hampers for elderly and vulnerable residents on the Stockwell Park Estate and surrounding street properties.



Every Christmas and Easter the team pack and deliver 100 hampers which are gratefully received by residents – many of whom live in our supported housing schemes such as Helmi House. Supporting the Hampers project is a joy for SW9 and we will continue to support this project into the future.

Sadly, the plan to deliver Easter Hampers during 2020 was unable to take place due to COVID-19 restrictions. However, the Christmas Hampers project did take place, bringing a little joy to the most imperfect of years.

If you would like to volunteer to take part in sourcing, packing or delivering the hampers then contact Komal Doan, SW9's Community Engagement and Communications Manager, using the details below.

Telephone: 0207 326 3700

Email: getinvolved@sw9.org.uk

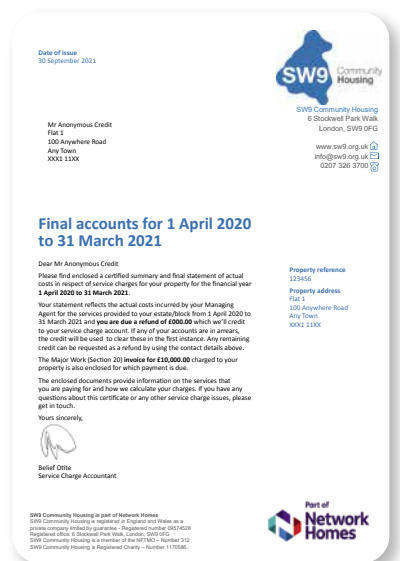
Your leasehold service

Due to the ongoing regeneration programme on Stockell Park, leasehold properties now account for over one third of SW9's housing stock.

During 2021/22 we will continue working to improve the service we provide to our leaseholder residents.

This will include increased staff in the team and more opportunities for you to have your say and give your feedback at Forums and meetings.

Please also look out for the new look account statements that will be delivered this autumn.





In numbers

Overall customer satisfaction



Up 6% from 2019/20 (70%)

Stage 1 complaints responded to within 10 days

95%



Down 5% from 2019/20 (100%)

New tenant visits completed within 6 weeks

64%



Down 36% from 2019/20 (100%)

Introducing The SW9 Podcast



The SW9 Community Calendar



During 2020/21 we were proud to introduce a new podcast specifically for residents of SW9 Community Housing.

Hosted by our Communications Executive, Pete Adams, and covering a range of subjects of importance to the local community, the first four episodes are now available. They include interviews with:

- SW9's Community Engagement and Communications Manager, Komal Doan
- David Gwyther from the Office for National Statistics
- Board Member Dr Daniel Cromb about the pandemic
- Resident Matthew Mifsud on the BRX Residents Association and Brixton Artists' Circle

You can listen to the SW9 Podcast now via Podbean and Youtube. We hope to have this available on all major podcast distribution services soon.



Each year we produce the SW9 Community Calendar which is sent out to all residents with the newsletter in December.

The calendar is created with artwork produced by children at our Calendar Club Art Classes, led by local artist and resident Salome Dutt.

The themes of the paintings this year were chosen by the children themselves. Some express their feelings about the COVID-19 pandemic and the colours reflect how the children wish the coming year to be – bright, cheerful and full of happiness.

If you have a child aged between 7-16 years who enjoys art, then please get in touch so we can sign them up for a place in the New Year. All precautions possible are taken to ensure sessions are COVID-safe.

Our 2020/21 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:

“Even without the pressures brought about by the pandemic, 2020/21 was a challenging year for the Repairs team. Stockwell Park has been here a long time and, while there are many new buildings, there are also many that are beginning to show their age. This has led to an increase in water ingress and other issues for which there are few quick fixes. We are committed to finding a resolution to these with our colleagues at Network Homes.

“Such issues may be responsible for your overall satisfaction with the service we provide, which has dipped slightly to 72.9% this year. We do not take

this lightly and will work hard to improve on this, increasing the size and expertise of the team.

“Ultimately 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. With the help of our new repairs contractor Seville, the new in-house Clean Team and new colleagues, we will do all we can to improve the service that we know is most important to you.”



How do we compare?

Number of days to complete a repair



Comparison with housing organisations with 5,000 or less properties nationally.

Join us on a Block Inspection

During 2021/22 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 social media.



In numbers

Scheduled playground inspections completed

100%



Up 1% from 2019/20 (99%)

Satisfaction with Repairs and Maintenance

72.9%



Down 3.6% from 2019/20 (76.5%)

Repairs appointments kept

88.8%



Down 0.2% from 2019/20 (89%)

The SW9 Clean Team

On Tuesday 1 September 2020, all cleaning on Stockwell Park moved inhouse.

This meant that, for the first time, SW9 became directly responsible for your cleaning service, rather than outsourcing this work to contractors.

This was an important step for the organisation and one that will bring about great improvements and opportunities for residents, staff and the wider community. The intention of bringing the cleaning service in-house was so that SW9 can offer an increased level of service, allowing cleaning to be more responsive when issues occur and ultimately provide greater value for money, as we will no longer have the costs associated with employing an external contractor.

The decision to bring the cleaning service in-house was taken by our resident-led Board and fulfils a long-held promise by SW9 to continue improving the service we provide to you, our residents. Having an in-house cleaning team means that SW9 will be operating a model that has proven successful at other resident-led housing organisations. It also brings us an important step closer to fulfilling the long held goal of the Board – to bring our repairs service in-house.



Our 2020/21 objective

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

Dipak Patel, Head of Corporate Services:

“SW9 Community Housing is a resident-led organisation. This means we encourage resident involvement at every level, including the Board.

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

“Throughout 2020/21 we were incredibly grateful for the commitment shown by our Board members as we worked to overcome the numerous challenges presented by the COVID-19 pandemic. This involved remote working to comply with public health restrictions imposed by the government and in fact led to an improvement in attendance at Board and Committee meetings to 82%.

“I am also pleased to welcome two new members to our already excellent team. Kieran Godwin and Tazeem Abbas join us as industry experts and will no doubt make a great impact as we assess the post-pandemic landscape and take our first steps into the future.”



In numbers

Number of Board appraisals carried out

82%

Down 18% from 2019/20 (100%)



Percentage of contractors that meet the criteria of care set out by SW9 before entering into contract.

100%

No change from 2019/20



Percentage of attendance at Board meetings

82%

Up 5% from 2019/20 (77%)





Your Board for the coming year

At capacity, four tenants, four leaseholders, four independents and one Council appointee form our Board. Together they have responsibility for the organisation's strategic direction and future.

If you are interested in getting involved, please contact Komal Doan, SW9's Community Engagement and Communications Manager: Telephone: 0207 326 3700
Email: getinvolved@sw9.org.uk
Website: Using the 'Contact us' page at www.sw9.org.uk



Dee Alapafuja
Chair and Tenant Board Member



Olu Ajisebutu
Leasehold Board Member



Adebayo Ajibade
Tenant Board Member



Daniel Garza
Tenant Board Member



Steven Warren
Tenant Board Member



Benjamin Peart
Vice-Chair and
Leasehold Board Member



Daniel Cromb
Leasehold Board Member



Paul Brett
Leasehold Board Member



Colin Faulkner
Independent Board Member



Andrew Sternberg
Independent Board Member

New Board Members for 2021/22:

Tazeem Abbas
Independent Board Member

Kieran Godwin
Independent Board Member

Cllr Jessica Leigh
Lambeth Council Appointee
Designate



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 2020/21 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 are its people and 2020/21 saw SW9’s staff base grow as we introduced our new inhouse Clean Team.

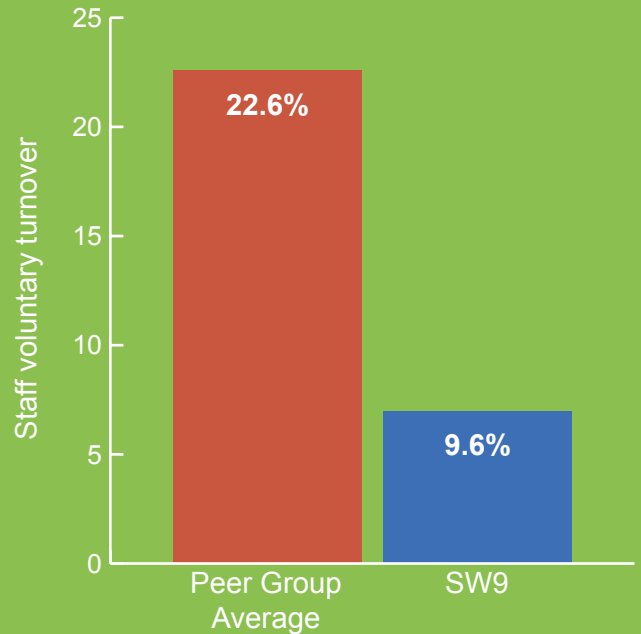
“We know that all staff, no matter what their role may be, have an important part to play. Everyone from those on the ground who keep the estate clean and tidy, to the managers making operational and strategic decisions in the office, play a fundamental part in ensuring your homes and surrounding environments are safe, secure and welcoming.

“We are committed to attracting talent from across the sector to work for us and help us to achieve our objectives. To do this we need to ensure that SW9 is a great place to work. In a year defined by the pandemic, this has been a challenge within itself. With many in the team working from home for their safety and that of the wider community, we had to introduce new ways of working at speed, something I am pleased to say we achieved keeping staff infection rates at a minimum.

“Happy staff mean happy residents, and 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.”

How do we compare?

Percentage staff turnover



Comparison with housing organisations with 5,000 or less properties nationally.

In numbers

Voluntary turnover

9.6%

Target limit 10%

Number of payroll queries

6

Target limit 24 per annum

Working days lost due to sickness absence

3.25%

Up 0.11% from 2019/20 (3.14%)

Coping with COVID-19



There is not a single individual in our community who has not been impacted by the COVID-19 pandemic.

We are incredibly proud of both staff and residents – many of which we know are key workers – who worked hard to maintain services and keep us safe during the repeated lockdowns.

Below we take a snapshot of some of the ways in which SW9 dealt with the pandemic.

Your repairs service

The government advice was that all repairs should continue throughout the pandemic. The team completed work based on existing repairs priority scales and did all it could to minimise disruption.

Although some repairs did take longer for us to complete than normal, we had to be mindful of Government restrictions and were grateful for the patience shown to us by residents.

Your office

In line with national guidelines, the SW9 office was closed for a great deal of 2020/21, meaning that the importance of our phone lines, website, email service and social media channels increased as these became the key ways in which to communicate with us.

Now that the office is once again open to residents we have a number of COVID-safe measures in place to keep you, your household and our staff safe during your visit. These are clearly displayed in reception.

Your playgrounds

In line with Government guidelines, we were sorry to have to close playgrounds as we know how important these were to families already struggling during lockdown.

These are once again open. Please make sure that you follow the COVID-safe advice on display during your visit and do all you can to protect your household and the wider community

Your rent

We understand that some of our residents may have had their household income impacted during this time and that many applied to Universal Credit. Our team worked hard to support them through this process to make sure that you were getting everything for which you are eligible.



If you have any concerns about paying your rent and/or service charges, please contact our Income Team.

Your gas service

As they are a legal requirement we continued with gas safety checks no matter what restrictions were in place. We are proud that we continue to maintain a 100% gas safety check record.

Support for older and vulnerable residents

In our sheltered schemes we supported our residents through this period, and special mention should be made of Scheme Manager Lana Hunte who lived within Helmi House for considerable periods to provide this service. She has since been nominated for a Housing Heroes Award.

We also reached out in particular to those who do not have support from family and friends, including those that do not live in the schemes.

This included the creation of a special SW9 team who collected shopping, urgent supplies, medication and would even give lonely residents a friendly phone call throughout the pandemic period.

Your parking

In order to support our residents and staff, parking controls on Stockwell Park were suspended throughout the pandemic. These are once again in operation. If you need to renew your parking permit then please contact the SW9 office.



Our 2020/21 objective

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

Lan Chuong, Interim Income Team Leader:

“Supporting our residents in paying their rent has never been more important than in 2020/21.

“The economic impact of the pandemic hit a huge number within our community and we were acutely aware that the Government furlough scheme was not a one-size-fits-all solution when it came to ensuring our residents had adequate incomes.

“I am grateful to the time and effort put in by the Rents team to work with residents during this time, guiding them into the Universal Credit system while liaising with welfare support officers, food banks and even offering financial training – ultimately resulting in our residents receiving £82,915 that they might not otherwise have been able to receive.

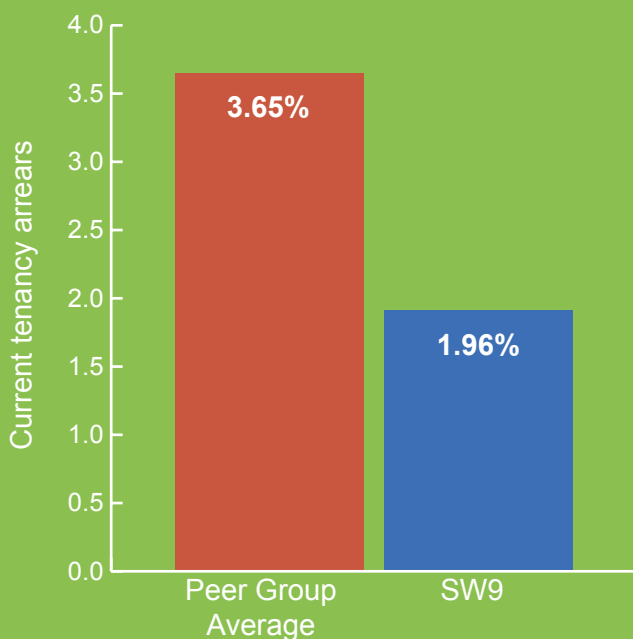
“As a resident-led housing organisation, keeping a strong focus on finance is incredibly important. Our main source of income is received from the rents and service charges



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.”

How do we compare?

Percentage of current tenant arrears



Comparison with housing organisations with 5,000 or less properties nationally.

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 three years ago. We now have hundreds of residents receiving Universal Credit and this figure continues to rise each week. The big difference with Universal Credit is that your benefits will be paid directly to you every month in arrears. The amount of benefit that you will receive is based on what you would earn from employment and you are then responsible for paying your full rent to us via Direct Debit.

We know that it can be a struggle managing until you receive your first Universal Credit payment. We are here to help and our income team is available to provide you with advice. Call us on **0207 326 3700** (option 2) to talk to us about Universal Credit.

In numbers



Number of referrals to Welfare Advisors

78



Down 4 from 2019/20 (82)

Monetary gain to residents from welfare advice

£82,915



Down £97,093 from 2019/20 (£180,008)

Current tenant arrears as a % of the annual rent debit

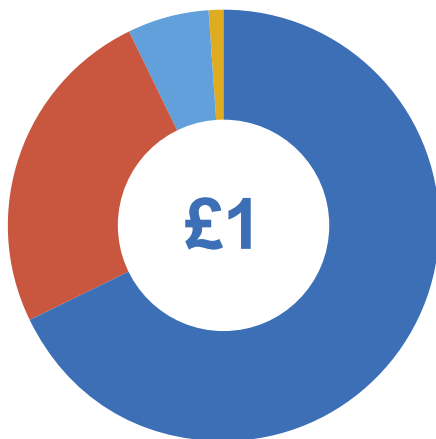
1.96%



Target limit 2.75%

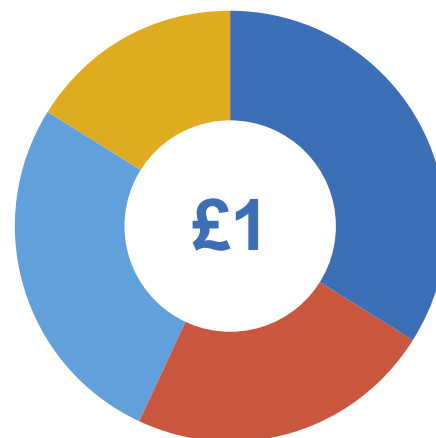
Money, money, money

Where every £1 of income came from:



■ Rental Income	68%
■ Service Charge Income	23%
■ Other Income	7%
■ Reserve	1%
Total	100%

How we spent every £1 of income:



■ Network Homes Management Charge	36%
■ Management & Admin	24%
■ Service Costs	26%
■ Repairs Cost	13%
Total	100%

Our 2020/21 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:

“Despite being faced with a pandemic, I am incredibly proud that resident engagement continued to be a key part of SW9’s delivery during 2020/21 and that we did all we could to offer activities and increased opportunities for personal development during a period that – by very definition – meant that we could not come together.

“In total we delivered a staggering 100 resident engagement activities, ranging from homework clubs and financial training, to assistance with digital inclusion and everything else in between. We even managed to have some COVID-safe fun along the way.

“The fact that we were able to deliver so much is down to SW9’s new RISE programme and I am grateful to staff, management and Board – as well as all the 235 residents that have taken part – for their support in helping us to create this wonderful suite of opportunities.

“The slogan for the programme is ‘Together. We Can’ and I firmly believe that we will build on these successes

during the next financial year, delivering more for you, our residents, and increasingly making the difference to the lives of you and your families.”



In numbers

Number of engagement activities carried out

100



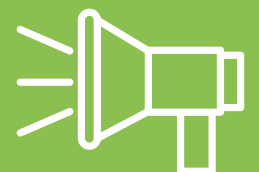
Number of residents involved in community engagement or development activities

235



Number of new engagement activities developed

17



The RISE Programme

During 2020/21, SW9 was proud to present the RISE programme, offering a suite of engagement opportunities that will bring the Stockwell Park community together, develop talents and introduce a new era of engagement.

All sessions were free for SW9 residents – all we asked for was time and commitment.

Brand new opportunities included:

- Homework club
- Start your own business courses
- One to one financial inclusion boost training
- Educational and Employment programme, including Grant Funding
- Eat Well / Learn Well scheme
- Digital Inclusion programme
- Easter festivities

Other ways to get involved

In addition, we also completely overhauled our engagement opportunities, giving you a number of different ways in which you can work alongside SW9 to make sure that you can make a real difference to how housing services are provided to your community. These included:

- SW9 Improvement Panel
- Street / Block Champions programme
- Board
- Supported Housing Residents' Meetings
- Leasehold Steering group
- Leasehold Forum
- Resident Associations

Your new community spaces

As part of the regeneration programme, SW9 have acquired two brand new community spaces at:

- SW9 Resource Centre, 13 Benedict Road, SW9 0FS
- SW9 Learning Centre, 153 Stockwell Road, SW9 9FX

We offer a variety of support for our residents who get involved with SW9 Community Housing and their community. Where relevant we can:



- Reimburse childcare costs
- Provide taxis for vulnerable residents
- Offer thank you gift vouchers and other incentives
- Offer training opportunities

Our Community Engagement and Communications Manager is also available to support you and answer questions.

If you would like to speak to someone about any of these opportunities, please contact Komal Doan, SW9's Community Engagement and Communications Manager, using the details below.

Telephone: 0207 326 3700

Email: getinvolved@sw9.org.uk

Website: Using the 'Contact us' page.

To find out more and to register please view our Menu of Involvement at www.sw9.org.uk

Your team

Your SW9 team in the coming year



Senior Leadership Team

Delroy Rankin
Executive Director

Dipak Patel
Head of Corporate Services

Orane Lewis
Head of Finance

Operational Management Team

Patricia Aihie
Interim Housing Services
Manager

Michelle Levy
Estates Manager

Carolyn Reece
Leasehold Manager

Komal Doan
Community Engagement &
Communications Manager

Krishanthan Senthivel
Finance Manager

Lisa Rae
Governance and
Compliance Manager

Simon Hall
Interim Property Services
Manager

Lan Chuong
Interim Income Team Leader

Finance and Human Resources Team

Ria Blagrove
Finance Officer

Belief Oтите
Service Charge Accountant

Sandra Brown
HR Adviser

Jose Vaz Raposo
Finance Apprentice

Andrea Lewis
Temporary Senior HR Adviser



Property Services

Aemi Kassa
Property Services Officer

Kathryn McKenzie
Property Services Administrator

Leanne Scorer
Temporary Repairs Assistant

Davison Hunte
Estate Services Officer

Roy Miller
Estate Services Officer

Andrew Woodman
Estate Services Officer

Musa Ndengu
Temporary Technical Surveyor

Housing Services

Olu Adedotun
Neighbourhood Services Officer

Ademola Ashimolowo
Temporary Neighbourhood Services Officer

Novelette Ellis
Tenancy Support Officer

Lana Hunte
Supported Housing Scheme Manager

Elizabeth Tedla
Housekeeper

Ramone Gordon
Housing Assistant

Breeze Farquharson
Receptionist & Admin Assistant

Corporate Services

Lauren Stocks
Graduate Policy and Performance Officer

Naomi Moore
Legal Services Adviser

Zoe Christodoulou
Policy and Performance Officer

Lisa Ramiro
Business Support Assistant

Leasehold Services

Benjamin McMillan
Leasehold Services Officer

Community Engagement and Communications

Peter Adams
Communications Executive

Kelly Tran
Community Engagement Apprentice



SW9 Clean Team

Rafal Gawlowski
Cleaning Site Manager

Fnot Bekretyen

Million Binyam

Yordanos Birhane

Damian Burys

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



Contact us

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