



Community  
Housing

# Annual Report 2023/24





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# Welcome

Welcome to our 2023-2024 Annual Report. All of us at SW9 Community Housing are striving to continue to offer our residents and the wider community an estate of which to be proud to live in and work upon.



The social housing sector has been put under great pressure, both politically and economically, over the past year. Collective thoughts are very-much concentrated upon people’s safety, the conditions in which they live and how housing associations deliver services and supporting measures of the highest standard. We at SW9 have always believed in placing our residents at the heart of everything we do; delivering a quick and effective responsive repairs service; offering great customer satisfaction; be on hand to deliver advice and support to our community. Our goal throughout the past year has been to place community as our central focus; ensuring our services and our actions reiterate our purpose. As part of this goal, we have continued to deliver on our Service Improvement Plan, delivering high quality services and enhanced communication to our residents.

Everyone has faced a challenging past 12 months, which not only has included massive changes in the country’s political and economic views, also saw the merger process take place, between Sovereign and (formerly) Network Homes, our parent company. We might now be seen in some quarters as part of a huge organisation with a different approach to our values and our mission. Nonetheless, I feel safe in the knowledge that with the commitment, efforts and expertise of my fellow senior management and staff at SW9, our promise to always place our residents at the centre of what we do, will continue during the next year, and beyond.

**Delroy Rankin**  
Executive Director  
SW9 Community Housing

In October 2023, Network Homes and Sovereign Housing Association merged to form SNG (Sovereign Network Group). As SNG we are stronger, more resilient, and better able to tackle the key challenges facing our customers, our business, and the sector. Together we will build more quality homes than we could alone, do more to increase the quality of our existing homes, deliver better services, and invest more in our communities.



Our vision is thriving communities, over generations. And as a larger and much stronger organisation, our commitment to improving Stockwell Park Estate by continuing to invest in the community remains steadfast.

We have a clear purpose – to provide good, affordable homes: the foundation for a better life – and one of the ways we deliver on this is by building the homes our country needs. During the year we were pleased to complete the Aytoun Road development, which provides 31 new affordable homes for the local community.

We’ve also made great progress this year on improving the environment on the estate. We’ve refurbished all undercroft parking areas, making the roads on the estate largely parking free, and we’re continuing with our plans for the green spaces, rain gardens, new trees, seating area, play areas and new secure waster and recycling locations. We’re also putting in new EV chargers and cycle stores that will support sustainable transport. In addition, we’ve commissioned community art and more space for educational and youth creativity. All these transformative changes create improved, open spaces for residents to enjoy.

We look forward to continuing to support the Stockwell Park community to thrive now and across future generations.

**Mark Washer**  
Group Chief Executive Officer  
SNG







**Welcome to the  
Annual Report for  
2023-2024, which  
gives an overview  
of all that has  
happened at SW9  
Community Housing  
throughout the year.**



I and my fellow board members have seen how resolute both management and staff at SW9 are in striving to deliver upon last year's Service Improvement Plan. There has been a successful handover of the Aytoun Road development from Sovereign Network Group, which has led to 20 shared ownership and 11 affordable rent homes added to the community. A new communal window cleaning and grounds maintenance service has been introduced. Road renewal works and renovation of undercrofts across the estate have begun, which will lead to a more environmentally friendly place to live and work. SW9 continues to help residents who maybe struggling; by holding free benefits and advice surgeries for example; or signposting to external agencies including Citizens Advice Bureau or Opportunity Lambeth, as way of offering a fully rounded support service. The investment in staff training and in technology has enabled the organisation to further enhance its responsive repairs services. And on a personal

note, I've been fortunate to have met neighbours, colleagues, and friends at several fun and engaging events throughout the year.

As I reach the end of my tenure as chair of the SW9 Committee Board, I am proud of the strides that the organisation has made and continues to do so. I would like to thank my fellow Board members for their time, knowledge, and support throughout this year; to the management and staff of SW9, I am sure you will continue to be committed and enthused in ensuring Stockwell Park Estate is a safe and friendly place to live and work. And finally, I hope that my fellow residents and neighbours continue to see all the benefits of being part of our inclusive and thriving community.

**Dee Alapafuja**  
Board Chair  
SW9 Community Housing



# 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 Sovereign Network Group (formerly, 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

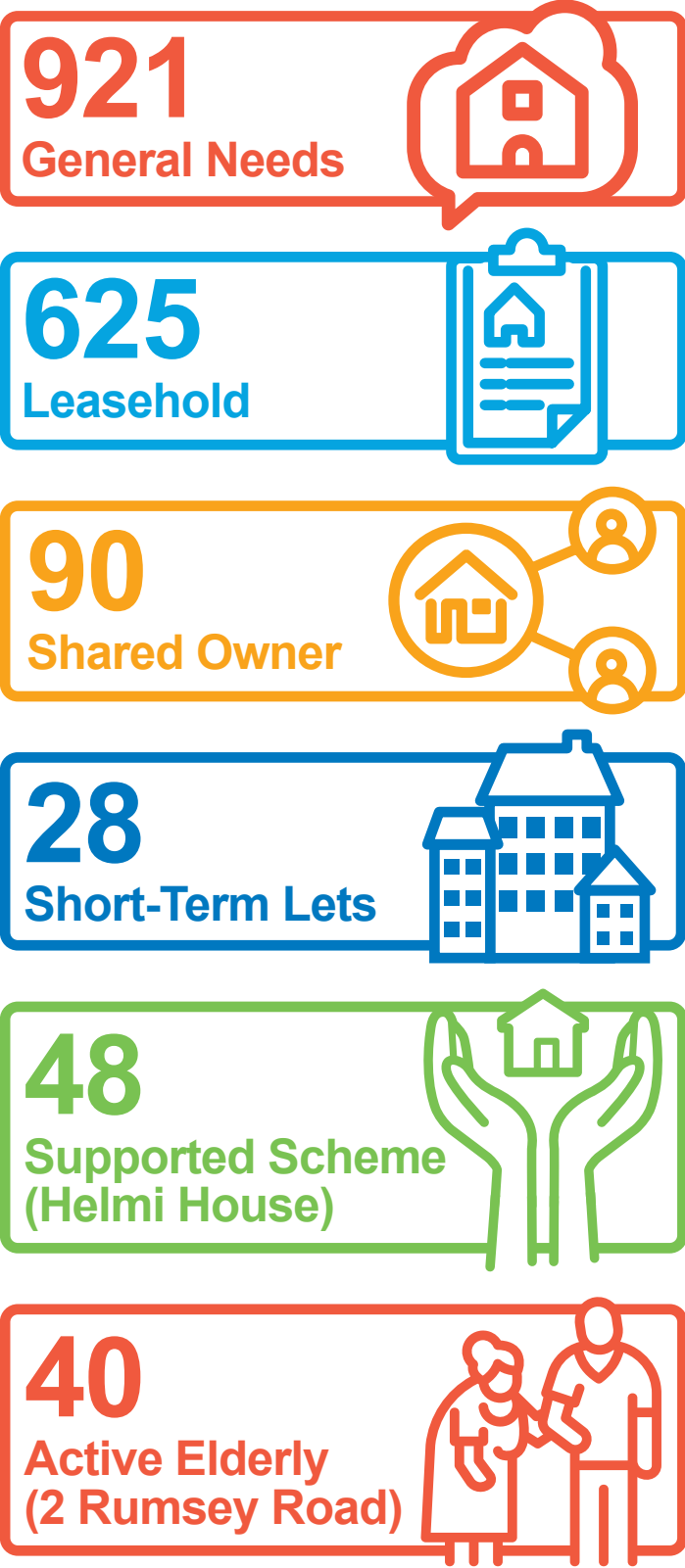
SW9 will be prudent in its financial management. This will ensure a strong and viable future with the ability to continue to maintain existing homes and offer a full range of services to a high standard.

### 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 1,752. This is made up of:







# Our 2023/24 Objectives

Our 2023-2024 Objectives:

## Provide high quality housing services to our customers



Kellie Carson, Head of Customer Services

**We have listened to our residents who have asked SW9 to provide the details of their Neighbourhood Officers as this provides our community with familiarity and reassurance. There have been significant changes within the team over the past twelve months and we are in the final stages of recruiting a permanent team.**

Additionally, we have been faced with a challenging time in recruiting experienced personnel, in which others in different areas of the industry have also faced. However, SW9 is actively addressing this challenge and details of our Senior Neighbourhood Officers will be circulated shortly.

To ensure that you, our residents, receive a first-class customer service, all staff have received customer care training, ensuring that every interaction with you is with empathy, understanding and professionalism.

Safety within the estate is of great importance to everyone. We now offer a 24/7 phone line for residents to call to report any non-emergency, low level anti-social behaviour within the Stockwell Park Estate. This means, if our security patrol operatives are on duty, they will attend to the scene. If not, our CCTV operatives will take appropriate action whilst being vigilant. SW9 continues to work closely with the North Ward Metropolitan Police where they host

regular drop-in sessions at one of our centres. This partnership between residents, SW9, Parkguard, and the Police has shown a significant decrease in crime within the estate. We are currently reviewing our Anti Social Behaviour Policy and creating an innovative toolkit, to compliment the measures currently in place. Residents have informed us that there are occasions they feel unsafe and we are working with multiple agencies to address these concerns and ensure that as and when crime or nuisance is reported, it is addressed swiftly and residents are kept updated.

More recently our parent company, SNG, as part of the regeneration work, has been making substantial improvements to our roads and parking, allowing pedestrians and other services to access the estate safely. We do, however, acknowledge that our parking structure requires further improvement; something we are actively deep diving into. We are reviewing our Parking Policy, as residents have told us that they want their visitors to be able to park on the estate without facing the risk of parking penalties.

In the coming year, the stability of the Neighbourhood team will enable us to provide greater support and ensure that our residents are happy not only in their homes, but within the community.





Our 2023/24 Objective:

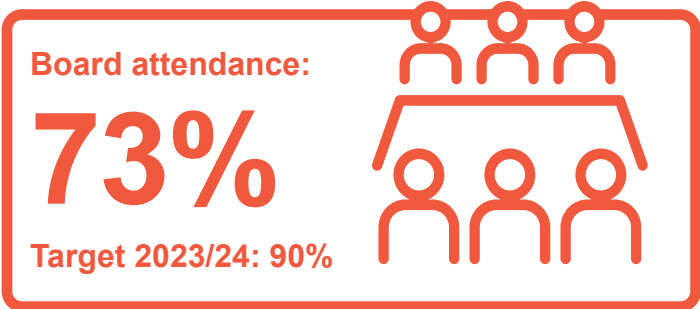
Demonstrate high standards of governance and business effectiveness through scrutiny and due diligence by the board of management.

The Board have ensured that the operational team continue to work within the Service Improvement Plan which was first introduced in 2021-2022. The next iteration of the SIP will further reinforce our aim in delivering to our residents the services and engagement activities they expect.

We undertook an extensive procurement process for a new Grounds Maintenance service and Window Cleaning service to serve the whole of the Estate. The process successfully concluded with the introduction of the contractors Aquamark and Walkers to the Estate anticipated for commencement, June 2024.

We have had a successful recruitment drive for new members to join the SW9 Board. This included a video and social media campaign as well as other modes of external promotion, extending invitations to both general needs tenants and leaseholders in the knowledge we can work alongside enthusiastic and talented members of our community.

In numbers



Our 2023-2024 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, Customer Resolutions Manager

A thriving community is the heartbeat of Stockwell Park Estate. As a resident-led organisation, the campaign for recruiting new Board members highlighted this positive aspect, with a significant high number of applicants. Whilst we will see a number of current Board members complete their nine-year tenure in 2024, we are excited to be recruiting new local residents to bring in a fresh prospective.

During 2023/24 we saw 2,500 residents engage in 66 engagement activities such as weekly fitness sessions for women only, Eid, Diwali, and Christmas celebrations, as well as online training, to name a few.

After four years, SW9 welcomed back the community fair, which saw over 200 SW9 residents come along and enjoy, what ended up being the hottest day of the year. Other than plenty of ice cream, the day was filled with laughter and positivity. The aim is for this to be an annual event.

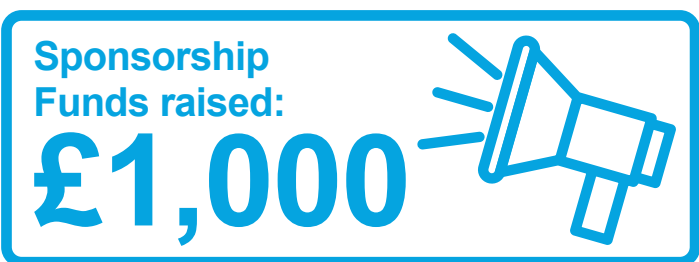
Last year monthly block meetings were introduced, where we arranged 11 meetings. The aim of these meetings was for residents to meet SW9 Officers and discuss local and direct issues that affect them. Regretfully, due to low demand, SW9 withdrew from hosting further block meetings. Likewise, Street properties residents' meetings also saw low take up.



Repairs and Estates surgeries continue to take place and those residents that take advantage of attending are able to meet with officers from the team where they can log, track, or discuss any repairs or communal concerns they may have.

Local resident volunteers who make up JESSUP, continue to go from strength to strength. This year they have introduced a bingo club, arts and crafts workshops, and the continuation of the hampers project during Easter and Christmas, where they provide gifts for 100 of our most vulnerable residents. With SNG, JESSUP will be looking at funding opportunities to support the great work they do.

In numbers



For more info on Get Involved click on the QR code here:





Our 2023-2024 Objective

Our goal is to make SW9 a great place to work, one that is diverse, inclusive and reflects the community we serve.

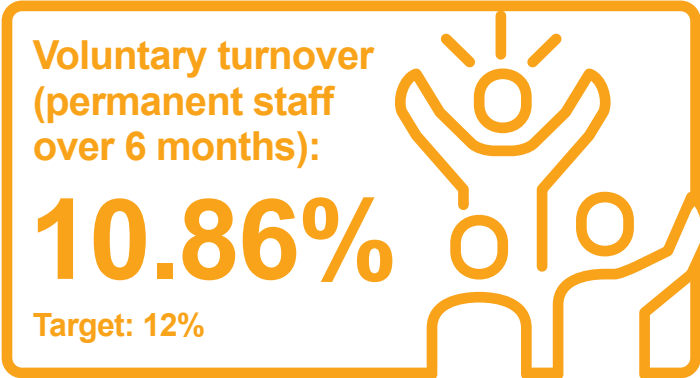
Andrea Lewis, Human Resources Manager

We are working with our leadership team to:

- Create a positive work culture that is inclusive, a workplace where everyone feels valued and respected. A place where every employee can be themselves so they can reach their fullest potential and help us achieve our organisational goal of providing our residents with the service they need and deserve.
- Promote our core values, into all aspects of work life to ensure employees feel aligned with the company’s mission and vision.
- Implement systems for regular feedback and recognition to ensure employees feel appreciated and motivated.
- Advocate our wellbeing strategy to ensure that we promote and aid in supporting our employees’ health, both physically and mentally, and make a positive impact to employees’ work and personal lives.



In numbers



Our 2023-2024 Objective

By providing support and advice to our tenants, we can contribute to sustainable tenancy agreements, especially when dealing with the impact of the fuel and cost of living crisis.

Lan Chuong, Income Team Leader

We continue to ensure that our residents have assistance and direction when required. With the cost of living crisis not abating, it remains crucial to make sure that any financial concerns are addressed as soon as possible.

Residents have access to a great support network that includes one-on-one counselling, an employment and education programme, training for job seekers, digital inclusion, and eat well scheme which enables us to ensure households who may be facing hardship are provided with support. We update the cost of living support and tips leaflet regularly. Other external services we can signpost residents to include Citizens Advice Bureau, the Opportunity Lambeth Jobs & Skills Bulletin Board, the Tenant Support & Wellbeing Service and National Debtline – all free services.

The Income team hosted a series of one-to-one Benefits & Advice sessions throughout early spring, offering residents advice and support, as well as signposting to external agencies, where required. We hope to re-introduce this service later on in the year.

If residents are struggling financially, our website has several links for debt and money support which can provide advice and support tools. We’ve made sure information can:

- Provide Free and independent debt advice
- Assess if residents are entitled to more benefits than currently receiving
- Put residents in touch with other services that can help with debt advice and support.
- Signpost residents to explore employment and training opportunities to raise your income.

During this past year, the Income team has:

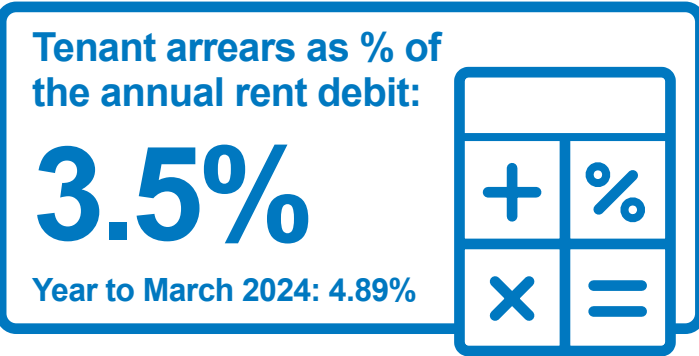
- Made referrals to food banks for 33 residents.
- Issued 6 food bags via the eat well scheme.
- Helped 10 residents with Universal Credit applications.
- Signposted 5 residents to Money Helpers.
- Referred 8 residents to apply for a Discretionary Housing Payment.
- Helped 56 residents with Housing Benefit issues and new applications.

Payment Options

Residents were advised at the beginning of 2024 that SW9 no longer accept cash or cheque payments at the Housing Office reception, due to both financial and personal security. There are still several options which residents can use, including:

- Via the SW9 Community Housing payment app (available on both the Apple App store and Google Play store).
- Via PayPoint website link.
- By telephone: either to SW9 or direct to PayPoint via a dedicated telephone number.
- By Direct Debit.
- By Standing Order.
- Any PayPoint outlet.

In numbers



Our 2023-2024 Objective & Annual Review:

During the past 12 months, whilst showing significant signs of improvement in our responsive repairs service, we recognise that there is room for further development in this area. We are committed to working towards enhanced efficiency, customer satisfaction and overall service quality.

We do however recognise that there is room for improvement, and we are committed to working towards providing our residents an exceptional customer experience.

### Enhanced Response Time

Our average response time has decreased significantly, due to:

- Resource Allocation:** We have optimised our resource allocation by increasing the number of contractors we distribute works to. This has reduced dependency on any one single contractor who may not have the right resources to get the works done.
- Technology:** The introduction of an online tool, Plentific, has improved in some areas of logging, tracking, and assigning repair jobs. This system enables real-time updates and better communication directly between SW9 repairs team and the contractor, facilitating faster response and resolution times.

### Increased First-Time Fix Rate

Achieving a first-time fix is crucial for minimising inconvenience to residents and reducing operational costs. Our first-time fix rate has improved due to:

- Training and Development:** investing in ongoing training for staff, ensuring they are equipped with the latest skills and knowledge to handle a wide range of repair enquiries effectively, empowering them to diagnose repairs accurately.
- Inventory Management:** Our contractor has a sufficient efficient inventory management system, allowing engineers to have access to the necessary tools and spare parts. This system tracks inventory levels in real time and allows for quick replenishment, reducing delays caused by the unavailability of parts.

### Improved Customer Satisfaction

Customer satisfaction is a key indicator of the success of our responsive repairs service. Surveys and feedback mechanisms indicate a notable increase in customer satisfaction levels. This improvement is the result of several focused efforts:

- Communication Enhancements:** We have enhanced communication with residents by providing regular updates on the status of their repair requests. The dedicated repairs team have ensured that residents are kept informed, and their concerns are addressed promptly.
- Feedback Loop:** A robust feedback loop has been established, enabling us to gather and analyse customer feedback systematically. Additionally, we have introduced a follow-up process to ensure that repairs meet customer expectations and to address any residual issues.

### Data-Driven Decision Making

The use of data analytics has played a pivotal role in driving improvements across our responsive repairs service. By leveraging data, we have been able to:

- Identify Trends and Patterns:** Analysing repair requests and outcomes has allowed us to identify common issues and address underlying problems proactively. This approach has helped in reducing repeat requests and improving the overall efficiency of the service.
- Performance Monitoring:** Regular performance monitoring and reporting have provided insights into contractor productivity and the effectiveness of our processes. This data-driven approach has facilitated continuous improvement and accountability within the team.


The advancements seen are the result of targeted initiatives aimed at optimising resources, investing in technology, training, and fostering a culture of continuous improvement. Moving forward, we are committed to building on these successes and further enhancing the quality and reliability of our responsive repairs service.



## In numbers


Number of block and estate inspections completed

**93%**  
(target 100%)




Respondents who reported that their repair appointment was kept

**88%**  
(target 95%)




Urgent repairs completed within 7 working days

**68%**  
(target 85%)



Routine repairs completed on time:

**81%**





# Complaints Report

Komal Doan, Customer Resolutions Manager

We recognise however that sometimes things go wrong. If you are dissatisfied with something we have done or not done, or with the level of service you received, we want to know so we can investigate what’s happened and try to put things right. This also gives us the chance to learn and improve our services.

In this section you will find a breakdown of complaints received in 2023/24 along with further details on issues raised, and lessons learnt.

During the year, SW9 handled 112 complaints through our two-stage complaints process:

Number of Complaints Received				
Quarter	Stage 1	Escalation to Stage 2	MP Enquires	Housing Ombudsman
1 April – June 2023	18	17	0	0
2 July – Sept 2023	22	2	1	0
3 Oct – Dec 2023	22	1	1	1
4 Jan – March 2024	21	9	1	3
TOTAL	83	29	3	4

Out of the 112 complaints received, leaseholders make up 62% of the complaints.

Three general needs and one leaseholder raised cases with the Housing Ombudsman and all three MP enquiries were made by general needs residents.

Number of Complaints Received by Tenure				
Quarter	General Needs Stage 1	Leasehold Stage 1	General Needs Stage 2	Leasehold Stage 2
1 April – June 2023	6	12	5	12
2 July – Sept 2023	6	16	2	0
3 Oct – Dec 2023	12	10	0	1
4 Jan – March 2024	9	12	3	6
TOTAL	33	50	10	19

# Areas of Complaints Raised

Various leaks

Lack of communication

Service charges

Insite charges

Loss of heating and hot water

Delay in repair

Contractor staff conduct

Other issues: parking, CCTV, air vents, roof defects, damp & mould, snags & defects, phone system

Communal cleaning

Anti-social behaviour handling

Door entry

# Housing Ombudsman Determinations

In Q4, we received two determinations from the four cases raised, with eight decisions in total.

These decisions were made up of:

- 4 maladministration
- 1 service failure
- 3 severe maladministration

SW9 have and continue to satisfy the orders and recommendations which included:

- Compensation.
- Apology letter from Executive Director to residents.
- Improve internal record keeping.
- Provide repairs investigation reports to residents.
- Provide schedule of works.
- In addition, the Executive Director and a Board member met with one set of the residents. In the ‘severe maladministration’ case, the Executive Director accompanied by a member of the senior management team from SNG, met the relevant resident concerned.

Although SW9 take all complaint cases very seriously, the Housing Ombudsman determinations are given additional prominence for learning from the case and for putting in place prevention measures. We continue to engage with the complainants.





# Observations and Lessons Learned

There are plans to develop a lesson learned panel which will involve cross-team collaboration to assess all Housing Ombudsman cases, as well as high frequency areas of complaints raised. The aim is to put in place an action plan of learning experiences, trends, and ways to improve services.

Intermittent yet frequent loss of heating and hot water at some of our blocks is a cause of significant disruption to residents. Though SW9 maintain the day-to-day repairs within Stockwell Park Estate, all Mechanical and Engineering maintenance and contracts is managed and overseen by SNG. SW9 are working with colleagues at SNG to consider a capitalised works project to the district heating systems, where feasible.

Training on record keeping and customer care has been provided to SW9 staff. All staff are expected to demonstrate HEART (Hungry, Embrace Everyone, Accountable, Respectful, Together) values and behaviours, in line with our customer service promise.

SW9 will hold contractors accountable during regular contractor management meetings for their conduct and remind them of their obligation to follow the SW9 customer service promise as well as discuss incidences where they have failed to deliver a service to residents.

The SW9 Services Committee review complaints data on a quarterly basis and will hold SW9 accountable in ensuring learning from complaints drives service improvement.

To learn more about SW9’s complaints process please scan the QR code shown here:



## Money, money, money

Where every £1 of income came from:

Rental Income	7,254,753	63%
Service Charges	4,201,459	36%
Other Income	83,257	1%
Reserves	0	0%
Total	11,539,469	100%



How we spent every £1 of income:

Services	4,438,066	35%
Management Fee	3,882,907	31%
Administration	2,387,256	19%
Repairs	1,817,729	15%
Total	12,525,957	100%





# Your team for the coming year

## Senior Leadership Team

- Delroy Rankin**  
Executive Director
- Orane Lewis**  
Director of Finance and Resources
- Dipak Patel**  
Head of Corporate Services
- Kellie Carson**  
Head of Customer Services

## Finance and Resources Team

- Krishanthan Senthivel**  
Finance Manager
- Melita Da Silva**  
Finance Officer
- Andrea Lewis**  
HR Manager
- Kelsi Morris**  
HR Adviser
- Lea McDonald**  
Service Charge Accountant
- Lan Chuong**  
Income Collection Team Leader
- Toyosi Ali-Fowosere**  
Income Collection Officer

## Property Services

- Alice Kelman**  
Technical Services Manager
- Davison Hunte**  
Technical Surveyor
- Aemiro Kassa**  
Property Services Officer
- Reckell Merrifield**  
Repairs Coordinator
- Georgia Roachford**  
Customer Services Assistant
- Veronica Sanchez Aguirre**  
Customer Services Assistant

## Housing Services

- Anthony Akerele**  
Senior Neighbourhood Officer
- Sonia Hinds**  
Receptionist
- Lana Hunte**  
Supported Housing Scheme Manager
- Novelette Ellis**  
Tenancy Support Officer
- Elizabeth Tedla**  
Housekeeper

## Corporate Services

- Zoe Christodoulou**  
Policy and Performance Officer
- Marilyn Ramsey**  
Executive Assistant
- John Valencia**  
Office Manager

## Community Engagement and Communications

- Komal Doan**  
Customer Resolutions Manager
- Denise Bailey**  
Communications Executive

## Estate Services

- Michelle Levy**  
Estates Manager
- Dominic Thompson**  
Estate Services Officer
- Andrew Woodman**  
Estate Services Officer
- Nicolas Foote**  
Senior Caretaker
- Jeffery Mensah**  
Senior Caretaker
- Fnot Bekretsyen**  
Caretaker
- Yordanos Birhane**  
Caretaker
- Patrick Boakye**  
Caretaker
- Cathering Egbine**  
Caretaker
- Alem Kahsay**  
Caretaker
- Richard Ofori**  
Caretaker
- Wilfred Sappleton**  
Caretaker
- Barry Thomas**  
Caretaker
- Wilson Villavicencio**  
Caretaker
- Nana Yamoah**  
Caretaker





# RISE with us!



Together. We Can.

SW9's RISE programme is a great way for residents to engage with us. Whether you want to gain a qualification or whether you wish to do so something fun, our Menu of Involvement gives you this chance.

We are exceptionally proud to be able to offer great opportunities and if you have not yet taken part, we would ask, what's stopping you?

Here are some of the ways in which you can engage with us:

- Family events such as day trips and half term activities.
- Online and face to face training such as 18th Edition, project management, first aid.
- Committee groups.
- Various meetings such as block and street properties meetings and meet and greets.
- Block champions.
- Employment and training grants.
- Cultural events such as Black History Month, Christmas, International Women's Day.

Our Menu of Involvement gives you all the information that you need. Please scan the QR code shown here:



## Contact

Email:  
[Getinvolved@sw9.org.uk](mailto:Getinvolved@sw9.org.uk)  
Phone:  
0207 326 3700  
Website:  
[www.sw9.org.uk/get-involved/](http://www.sw9.org.uk/get-involved/)





## Contact us

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