



Contents

Welcome

Our Mission

SW9 Community Housing in numbers

Our 2024/25 Objectives

Complaints Report

Money, money, money

Your team for the coming year

Rise!

Contact us





Welcome

Welcome to SW9's 2024–2025 Annual Report.

Social housing is under intense scrutiny. With greater statutory powers for the Housing Ombudsman, there is clear emphasis on excellent customer care, fair complaints processes and consistent service delivery.

We recognised that our Repairs and Leasehold services fell short of expectations. We've strengthened teams with experienced people and set targeted goals to drive improvement.

We're appointing a new Responsive Repairs contractor and have refreshed the Stockwell Park Estate Parking Scheme to provide a fairer and more environmentally friendly experience for residents and visitors.

Inside, you'll find a detailed overview of each Directorate's work over the year.

We extend our thanks to outgoing Board Members — Dee Alapafuja (former Chair), Olu Ajisebutu, Daniel Garza and Paul Brett — who concluded their tenure in December.

United by the year's challenges, our Senior Leadership and staff remain committed to delivering the best possible experience for residents, now and in the future.

Delroy Rankin

Executive Director

SW9 Community Housing



Welcome

Welcome from Sovereign Network Group

Following our merger last year to become SNG, we have remained committed to continuing with the regeneration of Stockwell Park Estate and working with SW9 Community Housing to provide you with good quality homes.

Our purpose is to provide good, affordable homes that are the foundation for a better life, and our vision is thriving communities over generations. We do this by investing in existing homes and building new homes, as well as through partnership working.

During the year, we have completed a lot of work that supports the creation of a safe and welcoming environment for you. We have renovated the Loop Road area, improved street levels around the Estate with new plants and tree pits, incorporated community art within the tree grids, and completed works to the Early Years Centre.

We have also improved parking on the estate by introducing a new parking policy and installing fast EV chargers behind the Community Trust Centre. We will be installing more EV chargers in the future and providing more visitor parking for the benefit of the community.

Over the next year, we plan to improve the play areas. We will be consulting with residents about the potential for a new ball court near Lambert House, with further renewal plans for the central play area. We look forward to hearing your thoughts about them.

We will continue to invest in your community and welcome your continued support and involvement in shaping it.

Best wishes,

Mark Washer
Chief Executive
Sovereign Network Group



Welcome

Welcome to SW9 Community Housing's Annual Report for 2024-2025. This is our opportunity to reflect honestly on the past year, to recognise what has been difficult, to celebrate progress, and to look ahead with determination to do better for our residents.

As the new chair of the SW9 Board, I would firstly like to thank our former Chair, Dee Alapafuja and members Paul Brett, Olu Ajisebutu and Daniel Garza who stepped down in December after reaching their end of tenure. As a resident-led Board, our role is to ensure SW9 is well-governed, true to its social purpose, and accountable to you.

Day-to-day delivery rests with our Executive Officer, Delroy Rankin, and his team. They have faced real challenges this year, and we are grateful for their determination and commitment to improving services for residents.

Looking ahead, we have asked for a new resident engagement plan. We want this to create more opportunities for you to share your views and shape our work, whether online, at meetings, or in everyday conversations.

We also value the partnership with Sovereign Network Group, who continue to back a resident-led Board at SW9 and provide vital support for our officers.

Above all, we thank you, our residents, for your honesty, involvement and resilience; our staff for their commitment in tough circumstances; and our partners and volunteers for helping us keep community at the heart of everything we do.

Our HEART values - Hungry to succeed, Embracing everyone, Accountability, Respect and Togetherness - continue to guide us. They remind us that progress comes when we listen, when we act fairly, and when we work side by side with the people we serve.

Tazeem Abbas

Chair

SW9 Community Housing Board

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 **1749** This is made up of:

913

General Needs

28

Temporary Social

660

Leasehold

48

Supported Schemes

60

Shared Owner

40

Active Elderly



Increasing the organisation's financial strength and effectiveness through good governance

Dipak Patel, Head of Corporate Services

We pride ourselves on having a resident-led Board, supported by three committees: Finance, Risk and Audit; Services; and Human Resources and Remuneration. These committees provide focused oversight and help drive continuous improvement across the organisation.

Our Board consists of a mix of tenants, leaseholders, and independent experts who bring a wide range of skills, lived experience, and professional expertise to their roles.

2024-2025 was a year of notable change for the Board. Four members, including our Chair, reached the end of their tenure. We extend our sincere thanks for their dedicated service and the valuable contributions they made to the organisation.

In line with our commitment to strong governance and the importance of fresh perspectives, we welcomed several new members to the Board, including both tenants and leaseholders. We are pleased to report that we have strengthened the diversity of our Board. As of March 2025, 33% of our members are women, reflecting our ongoing commitment to representation and inclusion at the highest level of leadership.

In numbers

Board attendance:

70%

Target 2024/25: 90%



Board papers published on time:

100%



Provide a first class and reliable service for our customers.

Lan Chuong, Income Team Leader

We continue to ensure that our residents receive the support and guidance they need. As the cost-of-living crisis persists, it's vital that financial concerns are identified and addressed without delay.

Residents have access to a strong support network, including one-on-one counselling, an employment and education programme, job seeker training, digital inclusion initiatives, and food bank referrals, as well as referrals to our welfare team.

We can also signpost residents to a range of free external services such as Citizens Advice, the BELambeth Jobs & Skills Bulletin Board and National Debtline.

During early spring, the Income Team delivered a series of one-to-one Benefits and Advice sessions held at the Community Trust Centre, offering personalised support to residents and signposting to external agencies as appropriate.

If residents are struggling financially, our website includes several links to debt and money support services offering practical advice and support tools. We've ensured the information can:

- Provide free and independent debt advice
- Help assess whether residents may be entitled to additional benefits
- Connect residents with other services that offer debt support and guidance
- Signpost residents to employment and training opportunities to help increase their income.

To keep up to date with their rent and/or service charge account, residents can register to our online portal on www.mynetworkhomes.org.uk to view their rent statement online and make payments. Only the tenant, share owner and leaseholder can register and will need to ensure that their name and email address matches what SW9 has on our system. Residents are encouraged to contact us if they experience difficulties registering to the online portal.



Provide a first class and reliable service for our customers.

During this past year, the Income Team has:

- Made referrals to food banks for eleven residents
- Helped six residents with Universal Credit applications
- Signposted one resident for arrears support
- Helped five residents with Council Tax support application
- Referred fourteen residents to apply for a Discretionary Housing Payment
- Helped ninety-nine residents with Housing Benefit issues and new applications



Payment Options

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

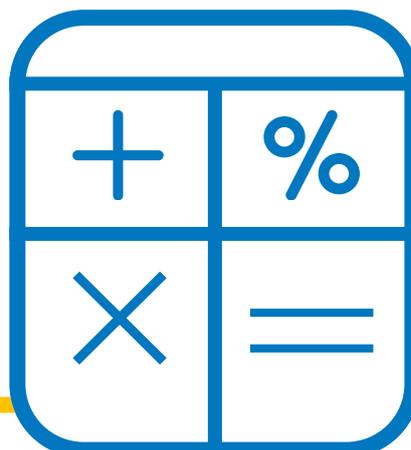
- SW9 Community Housing Payment App (available on both the Apple App store and Google Play store)
- PayPoint website link
- By telephone: either to SW9 or direct to PayPoint via a dedicated telephone number
- By Direct Debit
- By Standing Order
- Any PayPoint outlet

In numbers

Tenant arrears as % of the annual rent debit:

3.5%

Year to March 2025: 6.62%



Manage the homes and assets effectively, for the benefit, comfort and safety of our residents on behalf of our parent

Kellie Carson, Head of Customer Services

During this past year, we have been able to strengthen the make-up of the Neighbourhood Team and have welcomed two Senior Neighbourhood Services Officers and Neighbourhood Services Officer who, together with our Administrative Assistant, Supported Housing Scheme Manager and Tenancy Support Officer, offer our residents an extensive customer care service.

Different areas of the Stockwell Park Estate are covered by the Senior Neighbourhood Services Officers, although in moments of absence, all of the team can offer the same level of care service and knowledge, where applicable.

The team, together with our parent company's Regeneration Division, enacted a comprehensive overhaul of SW9's existing Parking Scheme, with a newly launched service coming into existence in March 2025.

The Estate Services Team also embarked on a reintroduction of our Bulk Waste Collection service, offering our residents;

- Twice-yearly collections with up to 5 items per collection.
- Agreed time slots following written confirmation of collection date.
- Reiteration of the items we can or cannot collect.

The revamped service was introduced as it was agreed that fly tipping remains an issue on the estate. We hope that this newly launched service will help residents recognise the importance we place on this issue.

In numbers

Customer satisfaction with ground maintenance and cleanliness

62%

Target 2024/25: 80%



Manage the homes and assets effectively, for the benefit, comfort and safety of our residents on behalf of our parent

Hayley Matthews, Head of Property Services

We have made great strides in improving our Responsive Repairs service during this past year, but recognise that we have still much more to improve upon.

As your new Head of Property Services, I joined during the year and put into place new processes which are helping our Repairs team to deliver a more cohesive repairs service. This involves employing an experienced Legal Disrepair Surveyor, and two new Repairs Assistants. As we gear up to fully comply with Awaab's Law which comes into effect in October 2025, we now have a dedicated Repairs Assistant who will deal exclusively with issues surrounding Damp & Mould. We have also augmented our telephony and digital tools, in order to offer a speedier response to our residents' repairs requirements.

We went through an extensive procurement procedure inviting responsive repairs contractors with experience working with housing providers, to help with this important service. MNM Property Services came on board towards the latter part of the year, and have assisted in addressing outstanding repairs on our behalf.

We have continued to seek customer feedback through customer satisfaction surveys and opinions on recent repairs that our customers have experienced. This has enabled us to engage more fully and address concerns and queries in a more timely fashion.

In numbers

Emergency repairs completed within target time

96%

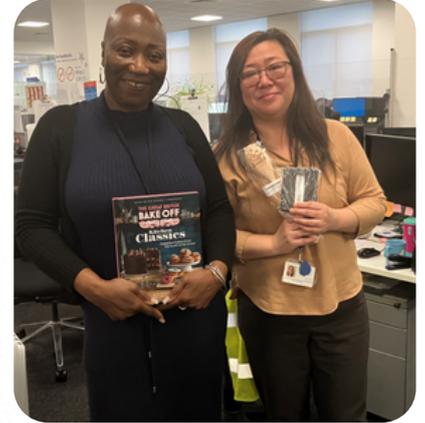
Year End March 2025



Make SW9 a great place to work

Andrea Lewis, Human Resources Manager

During this past year, we have filled the positions of Head of Customer Services and Head of Property Services; both persons bring a wide range of knowledge and skills from their previous experiences within the social housing sector and with their support and expertise, will further strengthen our organisation's services delivery to our residents.



We held a Staff Diversity Cook Off Day towards the latter part of 2024, where we invited staff to bring in a savoury or sweet dish close to their individual cultural identity. Events such as these help to augment the SW9 Equality, Diversity and Inclusion Strategy 2023-2026 in which we outline our commitment to create and uphold an inclusive place to work; to help our employees to be themselves and reach their full potential.

Throughout the year, we have also held several meditation sessions for our staff as part of our wellbeing strategy.

During the year, we surveyed staff asking if they were proud to work for SW9 Community Housing. 62% stated that they were.

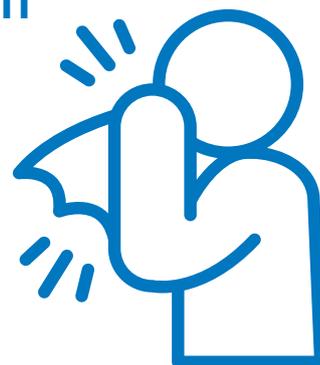


In numbers

Average number of days lost to staff sickness per employee

0.78

Target: 5



Support our community and provide opportunities for residents to participate in the decision-making process.

Komal Doan, Customer Resolutions Manager

As SW9 Community Housing is a resident-led organisation, we encourage resident involvement at every level including the SW9 Board. Towards the end of 2024, four Board members had completed their nine-year tenure and as we welcomed in the new year, the new Independent Chair, four Leaseholder and two Tenant Board Members were elected.

Due to budgetary constraints, we carried out less engagement activities than in the previous year. Nonetheless, during 2024-2025, we saw 2,888 residents involved in engagement and/or development activities; a rise of 15.5% on the previous year. Some of the engagement activities included regular, bi-weekly Self Care and Wellbeing hubs, presented by local organisation AT Beacon Project; two coach trips to Brighton and Chessington, World of Adventures; the Ekaya & SW9 Community Fair; Volunteers' Week celebratory event; an exhibition and accompanying video marking Black History Month and our annual Christmas Fair.

The Communications team assisted the Neighbourhood team with the Estate-wide campaign on the New Parking Scheme which was distributed in February; assisted SNG's Regeneration team with the campaign on the introduction of the Stockwell Park Estate Electric Community Cargo Bike which is sponsored by Lambeth Council and managed by OurBike Ltd; and through social media as well as SW9's website, widely-promoted news about the opening of the Brixton Blood Donor Centre in late 2024.

The Income & Neighbourhood teams held several, free advice and support sessions at the beginning of 2025. Regrettably, due to low attendance, it was decided to postpone the sessions.

We assisted the JESSUP Committee Group with its new year campaign, 'Make A Difference Today!' in which the group were seeking further volunteers to assist to create new community-wide activities. The group have formed a relationship with SNG's Community Investment and Partnership team, in which they can access expert advice and funding for increasing the wide-ranging set of activities and events they wish to promote.

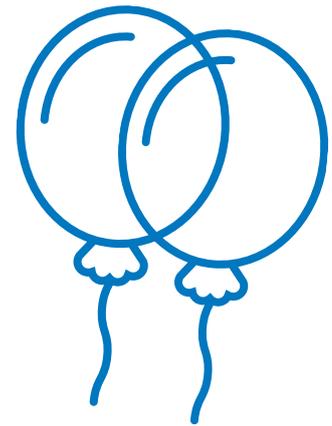


Support our community and provide opportunities for residents to participate in the decision-making process.

In numbers

Number of engagement activities carried out

61



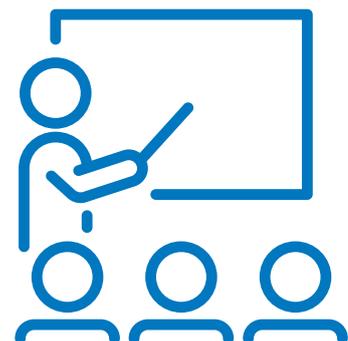
Number of residents involved in community engagement or development activities

2,888



Number of residents engaged in training/grant

4



SW9 Complaints Report

Komal Doan, Customer Resolutions Manager

We are committed to delivering excellent customer service and actively welcome feedback from our residents.

However, we understand that sometimes things can go wrong. If you are unhappy with something we have done or failed to do or if the service you received did not meet expectations, we want to hear from you. Your feedback gives us the opportunity to investigate what happened, put things right where possible, and take meaningful steps to improve.

Observations and Lessons Learned

During the earlier part of the year, the Repairs and Leasehold teams faced significant staffing challenges, which resulted in a noticeable increase in resident complaints. These challenges highlighted the need for a more resilient and consistent service delivery model.

In response, we have prioritised the development of a reliable and responsive Repairs team. We are pleased to confirm the appointment of a new Head of Property Services, who has introduced fresh approaches and more efficient ways of working.

One key improvement includes the introduction of dedicated patches for our Repairs Assistants. This patch-based model enables staff to develop deeper knowledge of the properties in their assigned areas, identify recurring issues, and take a more proactive approach to maintenance and problem prevention.

We also continue to hear from residents that delays, or a lack of communication are major sources of dissatisfaction. We fully recognise how frustrating this can be and are taking clear steps to improve. These include ongoing customer care training for all staff, clearer lines of accountability, enhanced internal communication practices, and a continued focus on recruiting individuals who embody our organisational values and commitment to resident care.

Through these actions, we aim to build greater trust with our residents and deliver a more consistent, transparent, and proactive service.



SW9 Complaints Report

In this section, you will find a breakdown of the complaints received during 2024-2025 along with further details on the issues raised. The lessons learned as a result are outlined previously.

During the year, SW9 handled 153 complaints through our two-stage complaints process:

Number of Complaints Received

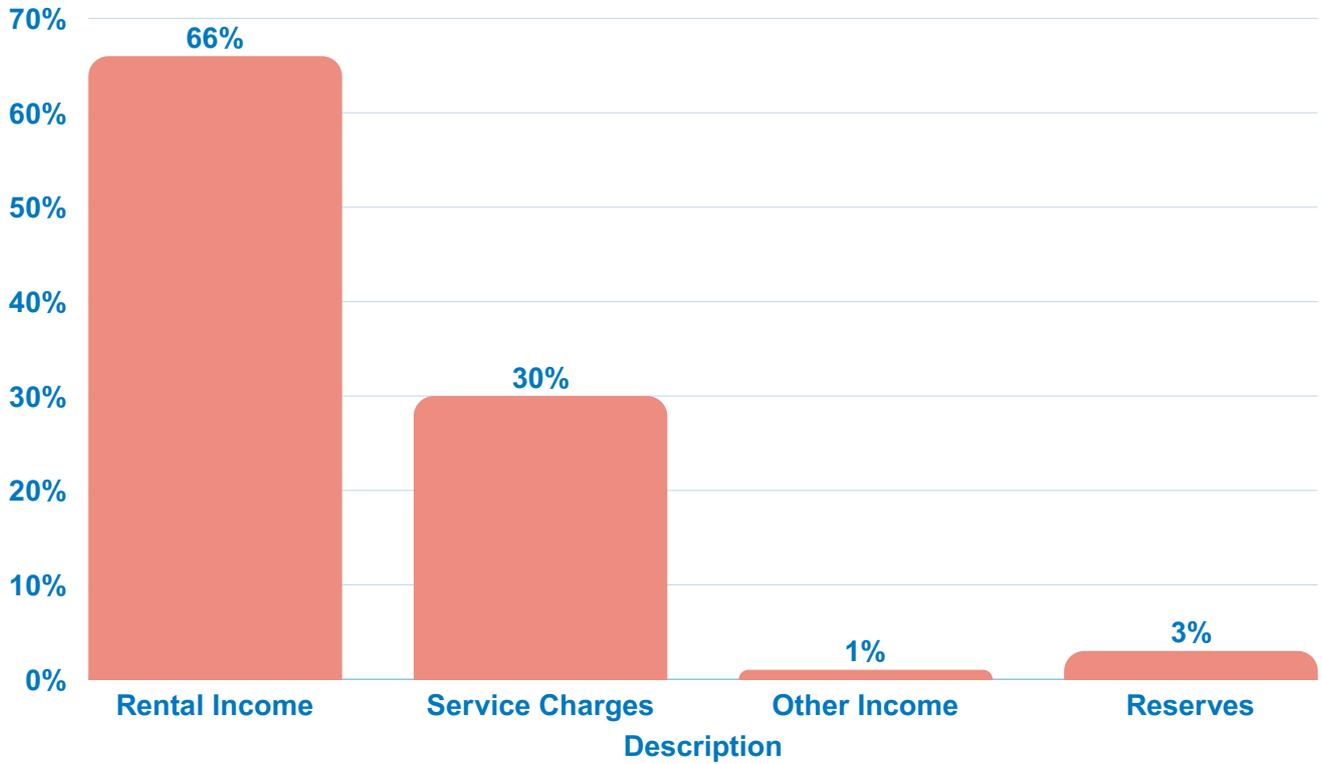
Quarter	Stage 1	Escalation to Stage 2	MP Enquires	Housing Ombudsman
1 April - June 2024	20	7	2	2
2 July - Sept 2024	26	10	0	1
3 Oct - Dec 2024	29	9	1	2
4 Jan - March 2025	45	7	0	1
TOTAL	120	33	3	6

Areas of Complaints Raised

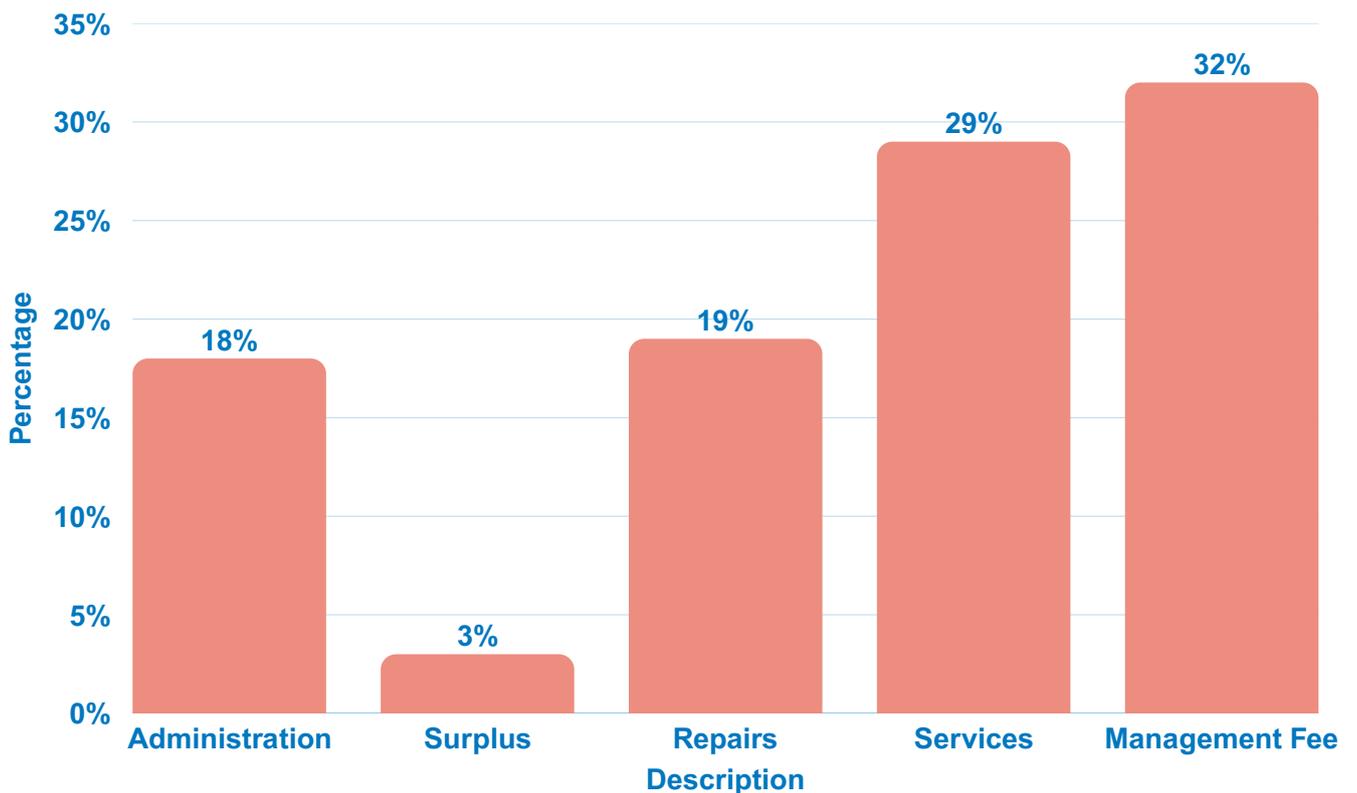
Various leaks	Loss of heating and hot water	Communal cleaning
Poor communication	Delay in repair	Parking
Service charges	Staff conduct	Door entry

Money, money, money

Where every £1 of income came from



How we spent each £1 of income



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

Hayley Matthews

Head of Property Services

Finance and Resources

Krishanthan Senthivel

Finance Manager

Melita Da Silva

Finance Officer

Andrea Lewis

HR Manager

Kelsi Morris

HR Adviser

Lan Chuong

Income Collection Team Leader

Monique Jackson

Income Collection Officer

Sajjad Ashraf

Leasehold Services Adviser

Property Services

Perry Cordaroy

Legal Disrepair Surveyor

Davison Hunte

Technical Surveyor

Aemiro Kassa

Property Services Officer

Christine Brady

Senior Repairs Coordinator

Nadia Hassoun

Repairs Coordinator

Veronica Sanchez Aguirre

Repairs Assistant

Leon Ashman

Repairs Assistant

Housing Services

Anthony Akerele

Senior Neighbourhood Services Officer

Jeremias Johnson

Senior Neighbourhood Services Officer

Ebony Cooke

Neighbourhood Services Officer

Sonia Hinds

Receptionist/Administrative Assistant

Lana Hunte

Supported Housing Scheme Manager

Novelette Ellis

Tenancy Support Officer

Elizabeth Tedla

Housekeeper

Corporate Services

Zoe Christodoulou

Policy and Performance Manager

Jane Tomlinson

Admin Support to Executive Director

Vanessa Cole

Policy and Performance Officer

John Valencia

Office Manager

Community Engagement and Communications

Komal Doan

Customer Resolutions Manager

Denise Bailey

Communications Executive

Lily Lovering

Complaints Administrator

Estate Services

Dominic Thompson

Deputy Estate Services Manager

Nicolas Foote

Senior Caretaker

Wilson Villavicencio

Caretaker

Jeffery Mensah

Senior Caretaker

Yordanos Birhane

Caretaker

Catherine Egbine

Caretaker

Gary Grimes

Caretaker

Richard Ofori

Caretaker

Nana Yamoah

Caretaker

Alem Kahsay

Caretaker

Wilfred Sappleton

Caretaker

Fnot Bekretsyen

Caretaker

Barry Thomas

Caretaker

RISE with us!

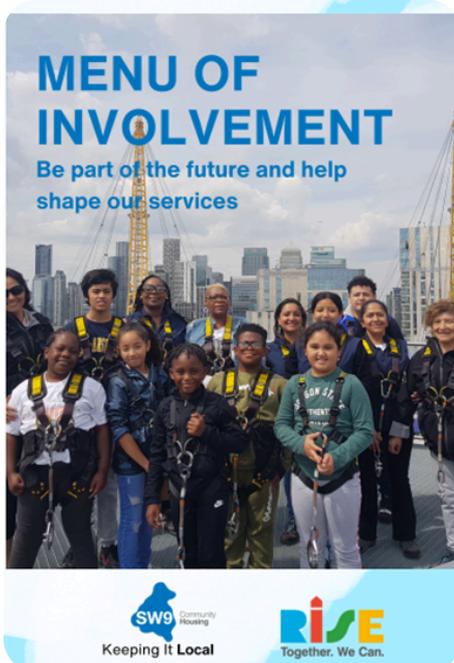


SW9 is proud to present the RISE programme which offers residents a suite of engagement opportunities that will bring the community together, develop residents' talents and introduce an era of engagement.

All sessions are free for SW9 residents and you may register on as many engagement opportunities as you wish. All we ask from you is your time and commitment.

Some of the ways in which you can engage with us:

- Family events such as summer day trips and seasonal activities.
- Employment and skills support sessions delivered by our parent company, Sovereign Network Group.
- Residents' Associations; Block and Street Champions.
- Various income and housing support sessions held by SW9 officers.
- Cultural events and exhibitions such as International Women's Day, Black History Month, Easter Egg Hunts and the SW9 Christmas Fair.



Contact Us

Email:

Getinvolved@sw9.org.uk

Phone:

0207 326 3700

Website:

www.sw9.org.uk/get-involved



**There are several ways in which you can contact us.
You can also visit us in person:**

Normal Office Opening Hours

Monday	9am - 5pm
Tuesday	10am - 5pm
Wednesday	9am - 5pm
Thursday	9am - 5pm
Friday	9am - 5pm



www.sw9.org.uk



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[SW9 Community Housing](https://www.youtube.com/SW9CommunityHousing)

