



Community
Housing

Annual Report 2017/18

Everything we
achieved in our
second year!

Win £100 in
vouchers!
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Welcome



When I joined the Board in 2016, I wanted to make a positive impact to the community I have lived in for 20 years. I wanted SW9 to make a difference and I am incredibly proud to see this happen through close work with residents.

There are so many ways to get involved as a resident of SW9 Community Housing. It's not just by becoming a Board Member. You can join the Scrutiny Panel, take part in community events or even simply give us much-valued feedback.

If you think you can make a positive difference, then please do get involved with SW9 Community Housing.

Dee Alapafuja
Board Chair
SW9 Community Housing

This report is all about the continuing journey of SW9 Community Housing in living up to the trust placed in us by our residents and our partner, Network Homes.

If our first financial year was all about making the case for why we should form a resident-led organisation, this year has been about taking our first steps in living up to these promises and putting into place the building blocks from which to deliver consistently excellent services into the future.

Every journey begins with a single step and I am incredibly proud of the sure footing we now have in place.

Delroy Rankin
Executive Director
SW9 Community Housing

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

Our mission continues to be about opening up possibilities for as many people as we can, by building, renting and managing good homes in thriving communities. 2017/18 has seen the long awaited opening of the newly refurbished Community Centre on the Stockwell Park Estate, providing a wonderful space for everyone from the community to come together. We've also started on the last big phase of our £175million transformation of the estate. Thrayle House is taking shape and will eventually provide even more new affordable homes, including those for the elderly. We hope you've been excited by the changes going on and are also looking forward to the completion of the new graffiti area next year, providing a new multi-use space for everyone at SW9 to enjoy.

Helen Evans
Chief Executive
Network Homes

About us

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 CTH 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.

In numbers

SW9 Community Housing



The total number of properties we manage is 1508. This is made up of:



Our Board

Our Board is currently made up of nine residents, two independents and one representative from Lambeth Council. Having a resident-led Board allows our community to decide how their housing services are run. Our two independent members play an important role by providing expertise and specialist knowledge about the housing sector. The Board sets the direction of SW9 Community Housing and oversees our management and performance.

Our Board

You can contact your Board by emailing SW9board@sw9.org.uk or writing to them at SW9 Community Housing Board, 6 Stockwell Park Walk, London, SW9 0FG.



Dee Alapafuja
Tenant Board Member (Chair)

Dee has lived on both the estate and in a street property for 20 years. Working in various roles at Transport for London, he has developed a passion for customer service.



Olu Ajisebutu
Leasehold Board Member (Vice Chair)

Olu first became involved in CTH when the Community Trust was carrying out pre-transfer consultation. He joined a resident forum which met throughout 2005/6 to evaluate the feasibility of transfer.



Adebayo Ajibade
Tenant Board Member

Adebayo has lived on Stockwell Park Estate for over 7 years. He is an Accounting Officer with over 5 years' experience in Accounting and Management.



Colin Faulkner
Leasehold Board Member

Colin currently works as Director of Government at UK Green Investment Bank. He has previously been a trustee for Wester Hailes, a charity focusing on community regeneration through the arts.



Kalina Janevska
Leasehold Board Member

Kalina works as a Head of Customer Experience and specialises in listening to customer needs. Having moved to the estate three years ago, she wants to play "a role in the community and volunteer my skills".



Paul Brett
Leasehold Board Member

Paul, a self-employed consultant, joined the Board shortly after moving to the area as he was keen to get involved with the community. He wants to help "modernise systems which provide services and increase resident satisfaction."



Daniel Garza
Tenant Board Member

Daniel has lived on the estate for five years and is a self-employed engineer. He is keen to contribute to developing a "safe, better and evolving community".



Steven Warren
Tenant Board Member

A new tenant of Stockwell Park Estate, Steven is a Private Consultant delivering counselling and psychotherapy. He was previously the Chairman of an international advanced medical treatment company.



Benjamin Peart
Leasehold Board Member

Benjamin is an experienced IT Manager/Director with an MSc in Computing and Information Systems. He currently runs an IT outsourcing company.



Andrew Sternberg
Independent Board Member

Andrew has over 30 years' experience working in the public and social housing sectors. He currently works as a Senior Procurement Manager at Clarion Housing Group.



Sarah Thomas
Independent Board Member

Sarah works as a Communications and Marketing Manager at Phoenix Community Housing. Sarah has over 8 years of experience in the housing and charity sectors.



Cllr Joshua Lindsey
Lambeth Council Appointee

Lambeth councillor for the Ferndale ward, elected in May 2018, Joshua is also a former resident of Stockwell Park. He has a keen interest in housing and has campaigned for more affordable homes.

Our 2017/18 objective Deliver first class customer service

**Julie Alexander,
Head of Housing Services:**

"The Customer Services team cover everything from how we answer the phone and deal with your enquiries, to how we deal with difficult housing issues such as anti-social behaviour, subletting and complaints.

"On a community focussed estate such as Stockwell Park it is incredibly important that we not only deliver excellent customer services but that we also strike a balance with what our residents need – which is a human, empathetic approach."



In order to achieve this it is incredibly important that we get your feedback about how we are doing. Only by monitoring this can we keep a close eye on what we are doing right and where we need to make improvements. So please do take part in any surveys you receive from us; be it by post, telephone or even on page 23 of this report!

Into the future

We know that we still have a journey ahead of us if we are to improve overall satisfaction with the services provided to both our tenant and leaseholder residents.

We are proud that we respond promptly but we know that you don't always feel that we've done enough to resolve your issues.

We will continue working to effectively train our teams so that they can get to the heart of the matter and communicate helpfully and honestly, finding solutions to issues and resolving them first time when possible.

In numbers



83%

satisfaction with how a call is dealt with.



100%

stage 1 complaints responded to within 10 days.



100%

ASB reports responded to in target.



93%

new tenancy visits completed within 6 weeks.

2

number of subletting cases resolved.

304

properties visited for tenancy audit.

Our 2017/18 objective

Deliver a high quality repairs and maintenance service

Dennis Gittins, Property and Estate Services Manager: "Your feedback consistently tells us that our repairs service is amongst the things that are most important to you. Whether tenants (where we have a duty to maintain your homes) or leaseholders (where we must ensure communal areas are maintained to a high standard), SW9 continues to take this service incredibly seriously."

"Every year we receive a huge amount of repairs enquiries – 6,764 in 2017/18 – all of which must be reviewed, prioritised and actioned. To make this easier for you we have a number of ways in which repairs can be reported including over the phone, by email or via our online portal at www.sw9.org.uk



We work closely with our repairs contractor Wates to make sure that appointments are kept, completed and monitored so that we are making effective use of our resources and maintaining your homes to a high standard.

Into the future

From our survey data we understand that although you think we deliver a good service when we handle your repairs issue in the office, you are not always satisfied with how the repair is ultimately carried out.

Although customer satisfaction has climbed, we know we also have some distance left to run if we are to hit our 80% target of delivering repairs "right first time", without having to return to complete the job.

Delivering in these areas will be priorities for us in the coming year – after all, making sure we are doing the job right makes sense for both our residents and the organisation as a whole.

In numbers



100%

online portal repairs responded to within 24 hours.



6,764

repairs cases raised.



92%

routine repairs completed within 28 working days (Wates contract).



90%

urgent repairs completed in 7 days (Wates contract).



84%

repair appointments kept.



90%

satisfaction with how a call is dealt with by Repairs Team.

Our 2017/18 objective Create a safe and green environment

Dennis Gittins, Property and Estate Services Manager: "The upkeep of the Stockwell Park Estate is incredibly important work. Maintaining the environment in which we live is necessary not just so that it is a pleasant space to live and raise families, but also so that we can combat issues such as crime and anti-social behaviour.

"Our dedicated three person team can often be seen out and about on the estate and we are told they are often the most visible face of SW9. They work hard to carry out regular inspections and put right what has gone wrong."



Communal areas, green spaces, playgrounds and even the roads on the Stockwell Park Estate are ours to maintain to a high standard. We are proud of all the improvements that have been made in recent years to make the estate a greener and more pleasant place to live, work and visit.

Into the future

Although we are very proud that we are delivering on the number of inspections we make, we know that this only gets us half way. Nothing can beat your local knowledge when it comes to recognising issues on the estate that need to be sorted.

The more feedback we receive from you, our residents, the more we can do to improve your local environment. If you would like to take part in one of our regular inspections of your area – or just to let us know how you think your block or road could be better improved – please do get in touch.

In numbers



99%

block and estate inspections completed.



3

number of dedicated staff responsible to upkeep the estate.



100%

of scheduled playground inspections completed.



94%

block and estate inspections rated 'very good' or 'good'.

- Excellent
- Very good
- Good
- Average
- Poor

2

number of residents involved in regular estate inspections.

80%

target for satisfaction with standard of grounds maintenance.

Our 2017/18 objective

Increase financial strength and achieve value for money

Adedayo Ajakaiye, Head of Finance: "Although we are a resident-led organisation with a social purpose, being financially strong is still necessary. Money in... money out... it's not rocket science! If we want to go the extra mile for our residents then we have to stay financially strong. This means keeping rent arrears low, supporting our residents in accessing the benefits that are available to them and only entering into contracts that offer good value for money."

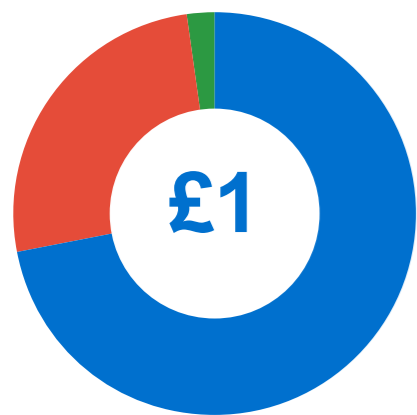
"We have two teams at SW9 dedicated to delivering in this important area. These are:

- **Income Collection** – that work hard to keep rent arrears low and sustain tenancies.
- **Finance** – that deal with leasehold service charges and make sure we operate successfully in a business-like manner when dealing with service contracts.

"Ultimately though, it is by delivering great customer service to you that we are able to support all the other activity that the organisation can deliver. It is important that, should you experience any financial difficulty, you let our team know straight away. We are not interested in evictions – we want our residents to prosper and we can only do that if we know how we can help."

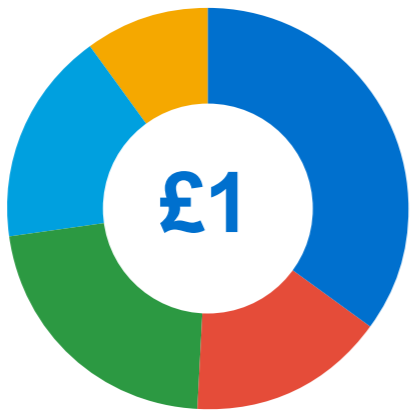
We are not interested in evictions – we want our residents to prosper and we can only do that if we know how we can help.

Where every £1 of income came from



- 72p Rental Income
- 26p Service Charge Income
- 2p Other Income

How we spent every £1 of income



- 35p Network Homes Management Charge
- 16p Housing Mgt & Admin Costs
- 22p Service Costs
- 17p Repairs Cost
- 10p Surplus

Into the future

Although we have much to be proud of – such as giving invaluable advice to residents affected by Welfare Reform and bringing our residents £144,602 in extra benefits payments, Discretionary Housing Payments and Housing Benefit in 2017/18 alone – we know that there are still ways in which we can do more.

In the next 12 months we will:

- Increase the number paying service charges by Direct Debit to 60%.
- Formalise income collection from Garages.
- Make sure that we pay 80% of invoices within 30 days. Currently this is at 66% - we are close!

In numbers



85%
purchase orders raised against invoices.

12.3%
operating margin after Network Homes charge.

93%
satisfaction with how calls are dealt with by the Income Team.

86
number of referrals to Welfare Advisors.

£114,862
reduction in rent arrears 2017/18.

1.85%
percentage of residents in rent arrears.

Our 2017/18 objective

Bring together the local community and stakeholder groups to work in partnership.

Julie Alexander, Head of Housing Services: "As a resident-led organisation, engaging with our residents is a keystone of what we do. This isn't just about Board Members (although they play a vital part in directing the work SW9 does) or our Scrutiny Panel, which carried out two reviews in 2017/18 on Repair Appointments and the Maintenance of Communal Areas. It's about getting

involved with all of our residents across the estate in both big and small ways. "2017/18 saw us deliver our second ever SW9 Festival, a week of activity dedicated to both family activity and offering opportunities for personal growth. 262 residents took part in our activities including horse riding, a family trip to Brighton, a Training Kitchen, Zoo visit and Community

BBQ. In addition we held our now traditional winter activities including a Christmas Party (including the switching on of the estate lights), trips to Winter Wonderland and a local bakery, and the delivery of 100 hampers to our elderly and vulnerable residents.



All of this is only possible if we work closely with our partners on the estate such as contractors Henry Construction and Zing. Making sure that we deliver projects hand in hand with partners allows us to do more for our residents.

Into the future

When resident engagement is being done right, it isn't just about having fun but also about gathering important feedback. Although we are proud of the number of residents that use our website (15,672 sessions in 2017/18) we know that we need to improve the website and portal in a way that allows you to let us understand the ways in which our services can be improved.

As well as continuing to deliver our 'on the ground' activities we will work to create dedicated computer terminals in our office and training sessions to get even more of you into the digital age and engaging with what is important to you online.

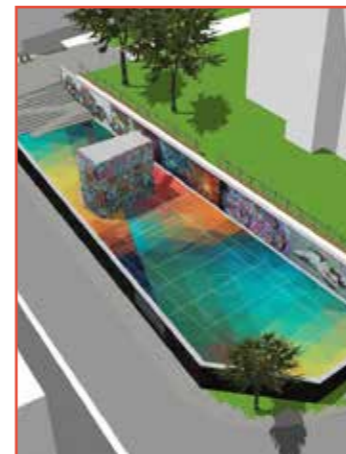
In numbers



503
residents involved in community engagement or development activities.



42
SW9 Garden Project activities delivered with residents.



7
activities delivered in partnership with other agencies.

2
Scrutiny Panel reviews delivered.



3
editions of Our Community News delivered to residents.



15,672
website sessions.

Our 2017/18 objective

To be a great organisation to work for



Delroy Rankin, Executive Director:
 “We know that services are delivered by people, not organisations, and so can only ever be as good as the people on the ground working every day for our residents.

“Making sure that SW9 is a great place to work is therefore an important priority for us. Although we only have a small team of 30 individuals, we work hard to make sure that they are all kept up to date with regular training and support, as well as given opportunities to feedback to management what we are getting right and where we need to make improvements.”

Into the future

Although we are incredibly proud that our staff believe that we are a good organisation to work for and are satisfied that we “walk it like we talk it” when it comes to upholding our values, we know that we can go further... especially when it comes to the retention of staff and reducing turnover.

In the coming year we will work to make sure that all our staff are taking the opportunities provided to them and are using a minimum of one day each year to take part in community activity – giving something back and ensuring their relationship with the Stockwell Park Estate is personal as well as professional.

A key part of this is giving all staff – even those that work in the back office – an opportunity to get out from behind their desks in order to help deliver our community events and activities. Ultimately our residents are the reason that SW9 Community Housing is here, and it’s important that all our staff get the chance to really know our residents.

In numbers



32
 number of employees at SW9 Community Housing.

2.67%
 working days lost due to sickness absence.

3
 external award recognitions.

75%
 employee satisfaction with teams.

100%
 of employees expected to devote one day a year to community activity.

100%
 of employees to attend corporate training opportunities.

Our 2017/18 objective

Work with Network Homes on the regeneration and provide high quality homes

Delroy Rankin, Executive Director:
 “Thanks to the continued investment and support from our parent organisation, Network Homes, the regeneration of the Stockwell Park Estate continues apace. Indeed, making sure that this relationship is maintained and promises delivered may be one of the most important things we do at SW9.

“The investment in the estate has always been about so much more than just bricks and mortar. For us, it’s also about investing in the community by creating pleasant and welcoming outside areas and supporting our residents to pursue new opportunities.”



“A wide range of communal facilities are also being provided on the estate, including a fully refurbished community centre, run by the local Community Trust with financial support from Network Homes.”

Into the future

This has been an exceptional year for delivery on the Stockwell Park Estate. Network Homes has started work on the new Thrayle House (which will deliver 177 new homes) and the renovation of the graffiti space, as well as meeting the difficult challenges thrown up around safety concerns following the Grenfell tragedy.

2018/19 will see even more works completed and kicking off, including the refurbishment of Tyler House, completing Phase 2 Balcony works and regenerating the Graffiti Space into an area that can be enjoyed by the whole community – in line with the important feedback you gave us during the consultation period.

In numbers



£139 million

invested in the Stockwell Park Estate in the last ten years.



18

number of new flats with planning permission at 190 Stockwell Park Road.



177

number of homes to be delivered on the Thrayle House site.

6

new developments already completed (including the landmark Park Heights)



393

new homes already delivered for the local community.



1

grand launch of the newly refurbished Community Centre!

Our team

Your SW9 Community Housing team.



Senior Management Team

- Delroy Rankin**
Executive Director
- Julie Alexander**
Head of Housing Services
- Dennis Gittins**
Property and Technical Services Manager
- Adedayo Ajakaiye**
Head of Finance

Corporate Services Team

- Sandra Brown**
HR Advisor
- Telma Graham**
Administrative Officer
- Yvonne Cameron**
Senior Finance Officer
- Belief Otite**
Service Charge Officer
- Ria Blackgrove**
Finance Officer

Business Support Team

- Zoe Christodoulou**
Policy and Performance Officer
- Israel Aguirre-Taibe**
Youth Engagement Officer
- Lily Goodwin**
Resident Engagement and Communications Officer
- Katarzyna Jozwiak**
Executive PA

Property and Estate Services Team

- Sherin Cemal**
Senior Estate Officer
- Davison Hunte**
Estate Officer
- Roy Miller**
Estate Officer
- Ingrid Frederick**
Repairs Co-ordinator
- Musa Ndengu**
Surveyor
- Dawit Kuma**
Property Services Officer
- Jarek Filipowicz**
Repairs Co-ordinator

Income Collection Team

- Ade Akitoye**
Income Collection Manager
- Lan Chuong**
Income Collection Officer
- Sarah-Jane Butler**
Income Collection Officer
- Shakira Adolphe**
Leasehold Services Officer

Customer & Neighbourhood Services Team

- Edwin Maharaj**
Interim Neighbourhood and Customer Services Manager
- Olu Adedotun**
Neighbourhood Services Officer
- Novlette Ellis**
Tenancy Support Officer
- Lana Hunte**
Older Persons Scheme Manager
- Elizabeth Telda**
Housekeeper
- Surene Silva**
Customer Services Officer
- Robyn Moorhouse**
Customer Services Officer
- Visva Irachande**
Receptionist

Annual Report feedback form



We welcome your feedback to help us improve the way we provide information to you. Please complete this form and return to: SW9 Community Housing, 6 Stockwell Park Walk, London, SW9 0FG.

Return this form to us before 28 February 2019 to be entered into a prize draw to win £100 of love2shop vouchers. These can be redeemed in over 20,000 high street shops and restaurants.

What do you think of this year's Annual Report?

How do you think it could be improved?

Would you prefer to receive future Annual Reports online or as a paper version?

Would you be interested in joining our Resident Communications Group to help create future publications?

Do you have any further comments about SW9 Community Housing and our services?

Your name and address.



Contact us

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-  020 7326 3700
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London, SW9 0FG
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-  SW9 Community Housing

