



Community
Housing

Annual Report 2018/19

Everything we
achieved in our
third year!



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Welcome



Welcome to our Annual Report 2018/19, a record of SW9 Community Housing's third year delivering for residents in Stockwell Park.

Our way of working in partnership with residents and Network Homes is unique, and it's written in our rules that tenants and leaseholders will always be the largest group on our Board and that our Chair and Vice-Chair will be residents.

In the coming months we look forward to welcoming many new residents to the SW9 Community, as Network Homes deliver new homes at Thrayle House, Tyler House and beyond. As our community grows and strengthens, my message to new and existing residents is simple: 'Get involved!' We all have an opportunity to influence how things are done at SW9, ensuring our community and residents remain always at our heart.

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

I look forward to working with everyone to deliver more excellent services and opportunities for residents in 2019/20 and beyond.

Dee Alapafuja
Board Chair
SW9 Community Housing

We are now approaching the final phases of the regeneration of Stockwell Park.

The new homes and commercial spaces are being completed and, along with them, new community facilities that I hope will make Stockwell Park a place people are proud to call their home for generations to come.

I know that as an organisation we have also had to make changes in the way we work to ensure we are in the best position to deliver for our residents into the future.

Preparing to take on a new repairs contractor - Chigwell (London) Ltd - while undergoing a staff restructure have all been particular challenges in the last 12 months. We are incredibly fortunate to have a committed resident-led Board in place that have helped steer us through these choppy waters.

I am incredibly proud of the changes that have already taken place, particularly as I celebrated my 20th year of working for the residents of Stockwell Park this year. The transformation of the community in recent times is the result of commitment and hard work from residents, Board members, staff and our partner Network Homes. I look forward to delivering even more in the next financial year.

Delroy Rankin
Executive Director
SW9 Community Housing

It's been another great 12 months for the partnership between Network Homes and SW9 Community Housing.

We've seen great progress made in the delivery of new homes, which will help us in our goal of opening up possibilities for as many people as we can by building, renting and managing good homes in thriving communities. We've invested nearly £175m in the Stockwell Park Estate and some surrounding properties, building new homes and community spaces, and refurbishing existing homes too!

We're glad to hear your thoughts on what's happening in Stockwell and hope you're pleased with your home and community spaces.

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 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.

SW9 Community Housing in numbers



The total number of properties we manage is 1594. This is made up of:



Our 2018/19 objective

Provide high quality housing services to our customers.

Julie Alexander, Head of Housing and Business Support: "Providing high quality housing services for our residents is the reason SW9 exists. At the very core of the organisation is the provision of local housing services in areas such as supported housing, the letting of empty properties, complaints, resident engagement and dealing with anti-social behaviour issues."

"With such a big team delivering such an array of services, sometimes it can be difficult to get everything right first time. However, we are confident that – as the results of our third year show – we are making great strides in the right direction."

"The housing team know that organisations such as SW9 are not just dealing with buildings. We deal with homes and the people who live in them. We have always taken a very broad approach to the notion of community and believe that it is not defined by tenure type. Together we want to make the Stockwell Park Estate and surrounding street properties a great place to live – for everyone."



How do we compare?

Average re-let time – general needs homes.



Into the future: an improving team

The Housing and Business Support team at SW9 is the largest in the organisation.

In last year's annual report we promised to make our front line staff as good as they can possibly be. In 2019/20 we will continue with this work, completing the staff restructure so that we have the right people in the right roles and delivering great services to you, our residents.

We know that getting it right first time has been difficult in the past, but we are committed to having a team in place that can deal effectively and empathetically with your issues, finding solutions and allowing you to enjoy your home and community.

In numbers



Satisfaction with how a call is dealt with (Customer Services team)

96%

Up 13% from 2017/18 (83%)

Stage 1 complaints responded to within 10 days

85%

Down 15% from 2017/18 (100%)

New tenant visits completed within 6 weeks

100%

Up 7% on 2017/18 (93%)

A new view – 5 minutes with Ramone Gordon, Receptionist / Administrative Assistant.

Ramone has recently joined SW9 in the important frontline role of receptionist in the office.

Tell us a bit about your role at SW9...

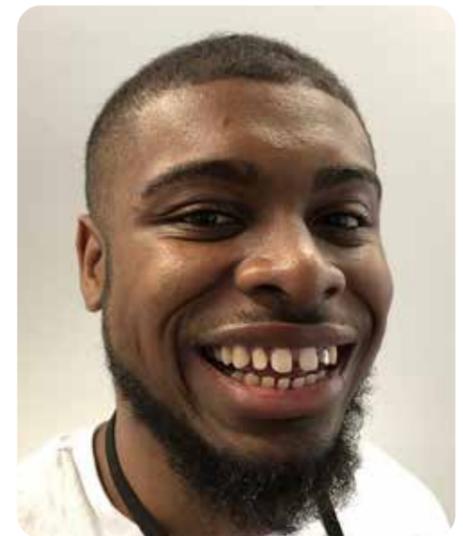
As a Receptionist / Administrative Assistant I make sure the reception area is as informative and accessible as possible for residents. I also ensure that smooth communication is achieved between residents and staff in the office.

What do you enjoy about the job?

I enjoy the fact that no two days are the same! The residents have been very warm and open to seeing a new face in reception, which helps a lot. More than anything I enjoy seeing Brixton morph into an even more vibrant community with an eclectic mix of characters.

Tell us a bit about yourself...

Prior to working at SW9, I also worked in Residential Property Management which has given me a great working knowledge in the basics of housing. In the future I would like to be a part of some great projects that increase housing and jobs within the local community.



And finally...

Thank you to everyone from SW9 and to the residents! You've been genuine and encouraging to me despite the difficulties we sometimes face.

Our 2018/19 objective

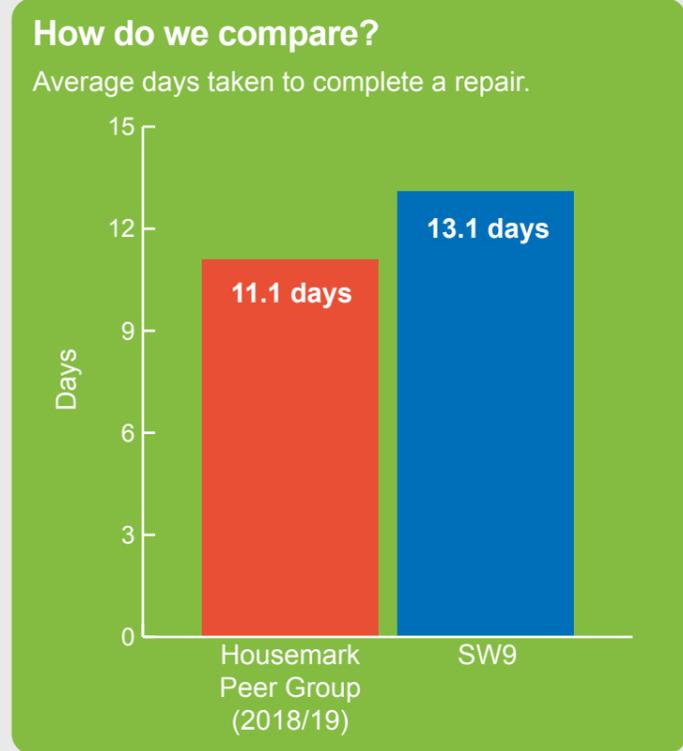
Manage the housing stock and associated assets effectively, and to high standards for the comfort, safety and benefit of our residents and for the well-being of the community as a whole.

Dennis Gittins, Property and Estate Services Manager:

“At SW9 we know that homes and the spaces that surround them are still the foundation of everything that we do.

“It is incredibly important that our repairs and estate services are operating to a high standard. Your feedback consistently tells us that these are the areas that are most important to you. Making sure that properties, public spaces and green areas are maintained is fundamental to the quality of life for residents – tenants and leaseholders alike.

“This has been a challenging year for SW9 as we sought to end our existing partnership with Wates and bring on board a new contractor, Chigwell (London) Ltd. We know that in the final months of the financial year, this meant the service you received often fell short of what you should rightly expect of us. We are committed to improving this in 2019/20.”



Into the future: a new start for repairs

In last year's annual report we recognised that we were not achieving the standard of “right first time” repairs that we should be. This is when a job is completed without the need to book a second appointment.

Although we worked hard to improve on this with our existing contractor, we ultimately made the decision to end the partnership and put the contract out for tender. This took a long time and two SW9 residents showed a great commitment in helping us work toward the eventual appointment of Chigwell (London) Ltd.

The next twelve months will see this contract ‘bed in’ and we are confident that it will lead to a marked improvement in the service that is so important to us all.

In numbers



Scheduled playground inspections completed

100%

No change from 2017/18 (100%)

Satisfaction with how a call is dealt with by Repairs team

80%

Down 10% from 2017/18 (90%)

Repair appointments kept

89%

Up 5% from 2017/18 (84%)



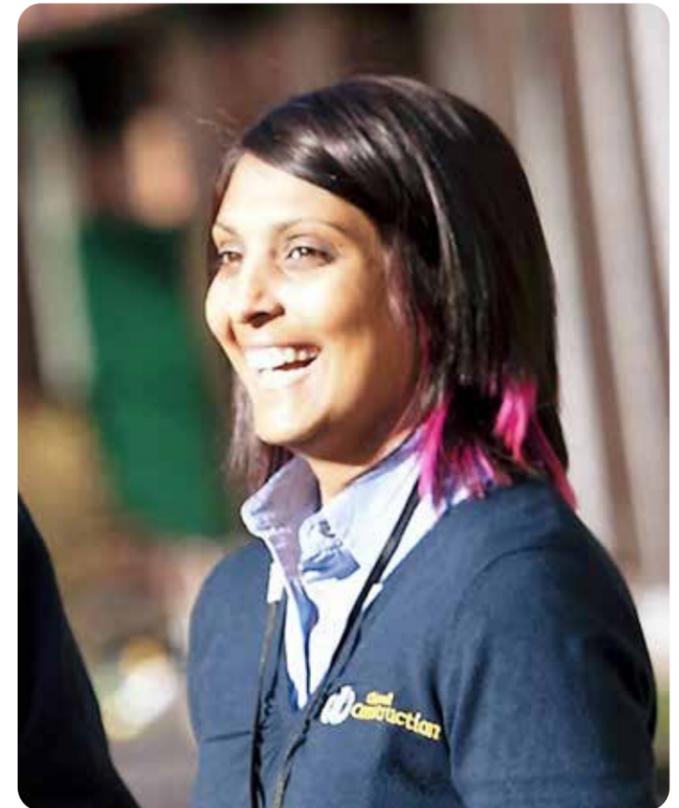
Welcome Chigwell!

Chigwell (London) Ltd has small family roots, but employs over 250 staff covering construction works that range from new build to refurbishments and maintenance projects.

The promises set out in 1996 by founder Dean Floyd for high standards, competitive prices and great customer service are at the heart of the business.

Says Anthony King, manager responsible for the SW9 contract: “Customer satisfaction and communication with our clients is everything at Chigwell and we have high expectations of our team. We maintain an honest standard of practice throughout every project and will always encourage and welcome your feedback.”

“To show our commitment to SW9 we will have staff based at Bedwell House meaning we can be responsive and accountable to both the SW9 office and you, our residents.”



Our 2018/19 objective

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

Delroy Rankin, Executive Director:

“SW9 is a unique organisation in the housing sector. Although the homes on our estate are owned by our parent organisation – the G15 company Network Homes – we are independent and have our own resident-led Board. At capacity this is made up of 5 tenants, 5 leaseholders, 2 independents and 1 Lambeth Councillor.

“Our Board Members are important because homes and the people who live in them are the reason we do what we do. There’s a strong sense of community and tradition of resident involvement in the way that the housing on the Stockwell Park Estate (and surrounding street properties) is managed. We think it’s that tradition and heritage that makes the area so special.

“Making sure that we are operating to a high standard is incredibly important and this year the Board has helped guide us through a Smith and Williamson audit that made a number of recommendations for improvement. This improvement programme, which deals largely with back office and governance, is overseen by the Board’s Finance, Risk and Audit Committee and we are grateful to them for the work they have put into making sure that SW9 is as good as it can be.”



Into the future: taking a deeper look

Although SW9 is incredibly lucky to have this level of local support, insight and commitment at Board level, we have not been so successful in maintaining the success of the first two years in terms of resident scrutiny.

Scrutiny is important as it gives residents an opportunity to take an in depth look into areas of the service we provide and make recommendations

for improvement. This is really helpful as no one understands what it’s like to experience a service as well as those that receive it.

In 2019/20 we will complete our internal restructure and bring on board a brand new, full-time, Community Engagement Officer. A priority for this person will be getting scrutiny back up and running – helping us to make the changes that our residents want to see.

Your Board for the coming year



Our Board is currently made up of eight 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.



Dee Alapafuja
Tenant Board Member (Chair)



Olu Ajisebutu
Leasehold Board Member (Vice Chair)



Adebayo Ajibade
Tenant Board Member



Daniel Garza
Tenant Board Member



Steven Warren
Tenant Board Member



Benjamin Peart
Leasehold Board Member



Daniel Cromb
Leasehold Board Member



Paul Brett
Leasehold Board Member



Cllr Joshua Lindsey
Lambeth Council Appointee



Andrew Sternberg
Independent Board Member



Sarah Thomas
Independent Board Member

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

Our 2018/19 objective

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

Adedayo Ajakaiye, Head of Finance:

“What makes an organisation work? Is it an office? Is it the services we provide? Is it our policies and procedures? While all of these are important factors, at the heart of all housing providers are the staff.

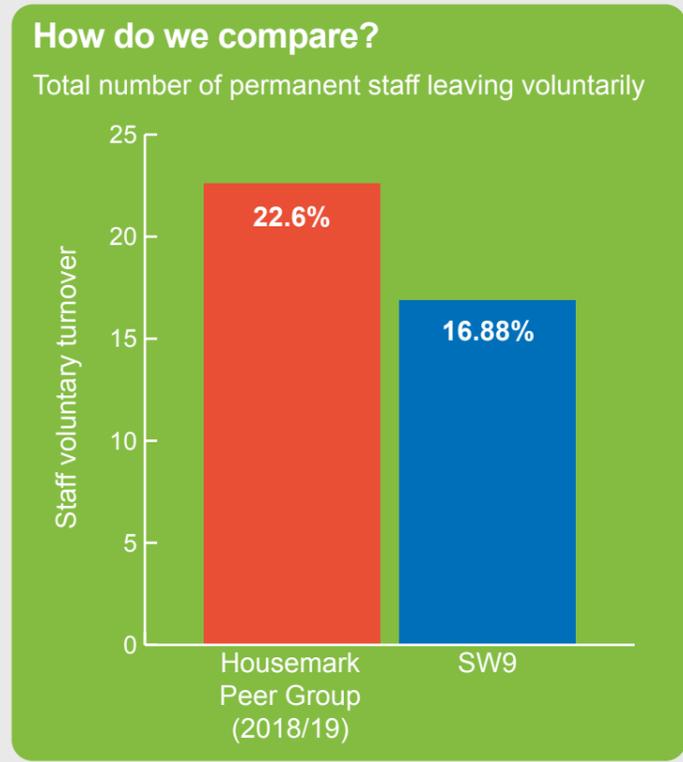
“As a resident-led housing management organisation, people are at the centre of SW9 Community Housing. Our team of skilled and dedicated individuals are committed to delivering high-quality services for our customers.

“We put our customers at the heart of everything we do as we continue to build a reputation for customer service.

“We have set ourselves some ambitious targets for the coming years as we seek to maximise growth within our property portfolio, increase our financial strength and provide first class customer service. To achieve our goals, we are committed to developing our staff and recruiting people who share our vision.



“Whether their knowledge and skills lie within Housing Management, Customer Services, Income Management, Repairs or Business Support, we support the professional development of our staff. In addition, our Wellbeing and Social activities ensure that we also address their personal needs and interests.”



Into the future: right people, right place

During this financial year we have been busy carrying out a restructure of our teams and staff. This has led to quite a lot of internal change at SW9, with new people coming on board to improve our already excellent team while others have moved on to join other organisations.

This has been incredibly important as we need to make sure that we have the right people in the right places, delivering to a high level for our residents.

2019/20 will see us complete this restructure. It may mean you see some new faces in the office and on our estate. It may also mean that staff you've known for some time now have slightly different roles. Ultimately it's all about making sure that SW9 is fit for the future for you, our residents.

In numbers



Employee satisfaction with teams

77%

Up 2% from 2017/18 (75%)

External award recognitions

4

Up 1 from 2017/18 (3)

Working days lost due to sickness absence

3.16%

Up 0.49% from 2017/18 (2.67%)

Festivals and beyond!

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

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

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



Our 2018/19 objective

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

Adedayo Ajakaiye, Head of Finance:

“Money may not be everything, but love it or loathe it, SW9 cannot continue without it. As a housing organisation we have only one source of income and that is from the rents and service charges paid to us by our residents.

“It is incredibly important that we make sure we are receiving this money and, when there is an issue with residents being able to afford to make payments, we are working with them to resolve the issue.

“At SW9 we have a small Income team of three people and we genuinely believe that if it were not for the hard work they do, going the extra mile to support residents and making sure they are in receipt of everything they should be, then we would not be in such a strong financial position.

“The team maximise rent collection and keep arrears to a minimum by working closely with individuals to



sustain tenancies. They engage with residents to help them manage their rent accounts, offering support and encouragement to get their accounts into a month’s credit ahead of the onset of Universal Credit. They also offer Universal Credit advice, Food Bank vouchers plus a wealth of other support and services, including financial training.”



Into the future: making difficult conversations easier

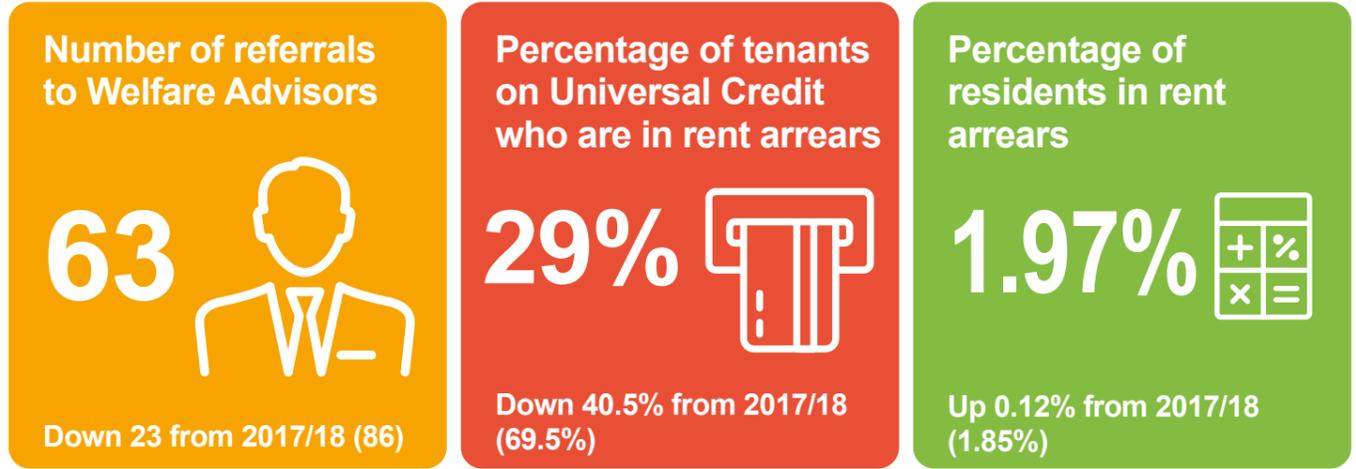
As part of the ongoing internal restructure, the Income Team now has a new Manager – Patricia Aihie.

Says Patricia: “The team is already working incredibly well but we know there are always improvements to be made.

“In the coming year we are going to focus on improving the message we are getting out to residents, renewing our leaflet and website information while reiterating the core message that we are here to help.

“ We also know that there are improvements to be made in the resident satisfaction of how a call is handled by our Income Team. This was 84% last year, down from 93% in 2017/18. We know we often have to have difficult conversations with residents and striking the right tone is always important.”

In numbers



SW9 Income Team

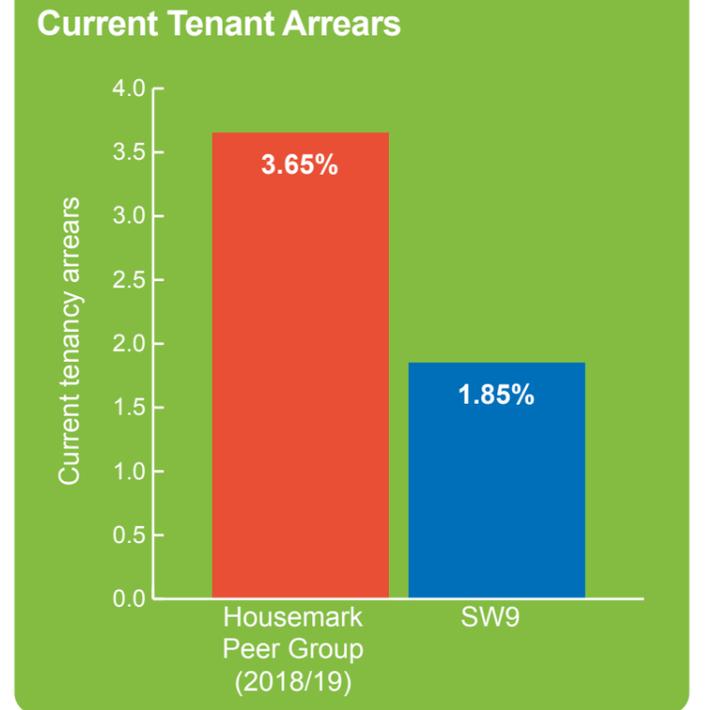
According to Housemark, the SW9 Income team has the highest rent collection figures in London across all RSLs, with figures between 101.49% and 104.5%. The current percentage of tenants in arrears is 1.97% which is the third lowest in London across all Registered Social Landlords.

This is all thanks to their hands on and tailored approach to dealing with residents that find themselves in financial difficulty.

“Despite what you may have heard,” says Income Collection Officer Sarah-Jane. “Teams such as ours actually want to help people to make sure they’re receiving everything they can. This is the best way to make sure tenancies are secure and that families are supported. Our number of residents being evicted for arrears is currently at a standstill – and that’s the way we want to keep it.”

“The introduction of Universal Credit is often difficult for residents – especially those who are used to having rent paid directly to the landlord on their behalf. We are incredibly proud that the percentage of our tenants receiving Universal Credit that are in arrears has dropped 40.5% in the last financial year.”

How do we compare?



Our 2018/19 objective

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

Delroy Rankin, Executive Director:

“We are incredibly lucky to receive continued investment and support from our parent organisation, Network Homes. The regeneration of the Stockwell Park Estate continues apace because of this long standing partnership and commitment. Making sure that this relationship is maintained, and promises are delivered upon, is one of the most important things we do at SW9 because it’s what guarantees the future of our community.

“The investment in the estate has always been about much more than just bricks and mortar. It’s about investing in our residents and creating pleasant and welcoming outside areas while supporting people to pursue new opportunities.

“We want our estate (and surrounding street properties) to not just be a place where people live, but a place that they are proud to call their home. The next financial year will build on this as we continue working with Network Homes to not only deliver new homes, but also new facilities that can be used by both our residents and the surrounding community.”



Into the future: new homes, new facilities

In line with the important feedback you gave us during the consultation period, 2019/20 will see the relaunch of the Stockwell Park Estate graffiti space, now called the Stockwell Hall of Fame.

This promises to be an exciting new facility for the estate. As well as offering a space for the graffiti art that it has rightly become famous for throughout the world, it will also have the capacity to be used for community art, sport, events and even outdoor film showings.

On top of this the new financial year will also see the new Thrayle House reaching completion, delivering 177 new homes for our community.

Regular updates on the regeneration can be found in issues of the SW9 newsletter, *Our Community News*.

In numbers



| | | |
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| <p>£ invested in the Stockwell Park Estate in the last 10 years</p> <p>£175 million</p>  | <p>Number of new homes to be delivered on the Thrayle House site</p> <p>177</p>  | <p>New developments already completed</p> <p>6</p>  |
|--|--|---|

The Stockwell Park Day Centre regeneration

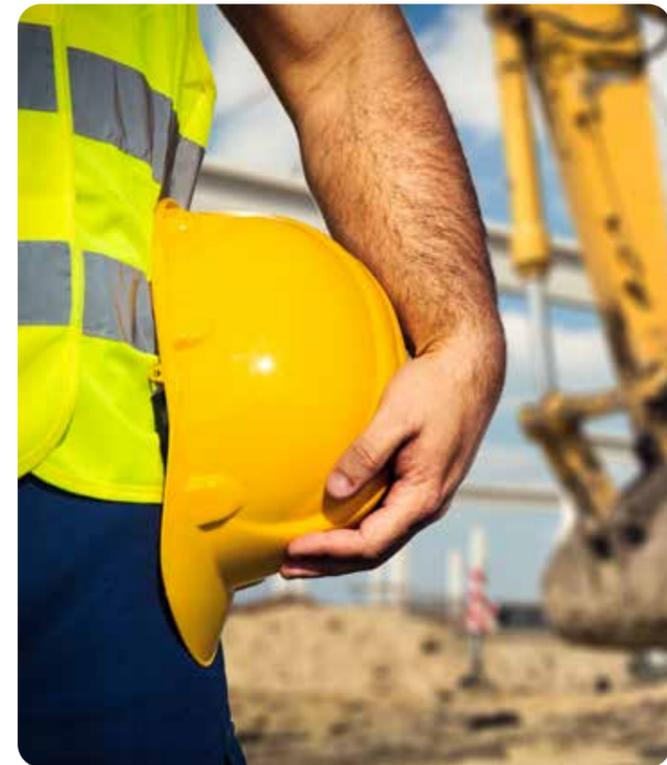
The former Stockwell Park Day Centre has been under construction since June 2017.

18 affordable rented units (one and two bed including two wheelchair units) will replace the site, with new landscaping surrounds, bike racks and electrical car charging points also being installed.

When the project is complete - currently due early 2020 - Network Homes will work with SW9 Community Housing and Lambeth Council to nominate local authority residents for the new homes.

The Network Homes Regeneration Team are proud to be working with Kingsbury Construction on another project and are delighted at their brilliant scores from the Considerate Constructors Scheme for their work onsite and in the local area.

In addition, Kingsbury have also employed a local resident as an apprentice and often support the Network Homes team with charitable efforts and community events.



Your team for the coming year

Your SW9 Community Housing team in the coming year



Senior Management Team

Delroy Rankin
Executive Director

Julie Alexander
Head of Housing & Business Support

Dennis Gittins
Property and Technical Services Manager

Darren Eade
Interim Head of Finance and Resources

Katarzyna Jozwiak
Executive PA

Finance and Resources Team

Sandra Brown
HR Advisor

Dionne Bennett
HR Project Manager

Telma Graham
Administrative Officer

Belief Oтите
Service Charge Officer

Ria Blackgrove
Finance Officer

Krishanthan Senthival
Finance Manager

Neighbourhood Services Team

Jacqueline Kollepen
Housing Services Manager

Carolyn Reece
Leasehold Property Manager

Edwin Maharaj
Neighbourhood Services Officer

Olu Adedotun
Neighbourhood Services Officer

Novelette Ellis
Tenancy Support Officer

Lana Hunte
Older Persons Scheme Manager

Elizabeth Telda
Housekeeper

Ramone Gordon
Receptionist / Administrative Assistant

Sumiya Elmi
Neighbourhood Assistant

Property and Estate Services Team

Amber Pullin
Senior Estate Services Officer

Davison Hunte
Estate Services Officer

Roy Miller
Estate Services Officer

Andrew Woodman
Estate Services Officer

Musa Ndengu – Surveyor

Jacob Labi
Temporary Maintenance Surveyor

Ken Korsah
Temporary Maintenance Surveyor

Dawit Kuma
Property Services Officer

Derron Hamilton
Repairs Co-ordinator

Income Collection Team

Patricia Aihie
Income Collection Manager

Lan Chuong
Income Collection Officer

Sarah-Jane Butler
Income Collection Officer

Business Support Team

Zoe Christodoulou
Policy and Performance Officer

Peter Adams
Interim Resident Engagement and Communications Officer

Catherine O'Connell
Governance & Compliance Manager



Contact us

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

