



Community Housing

Annual Report 2022/23





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Welcome



Welcome to our 2022/23 Annual Report. I'm proud of SW9's achievements over the last year. We are busy shaping our services to face ongoing challenges of the cost-of-living crisis, the environment, and the more demanding regulation of social housing.

Our principal aim is to provide safe, secure, well-maintained homes, and to support a thriving neighbourhood. As an organisation that solely relies on rent and service charges paid by residents to deliver services provided, it's important we demonstrate value for money, all whilst creating distinctive and engaged services that visibly benefit from being delivered on residents' doorsteps.

It's by listening to our residents that we have been able to evolve our services, focussing on the safety and security on our estate, neighbouring street properties and improving our communication.

We recognise the increasing pressures that our residents are facing, and we continue to offer support and advice. We have introduced a free support service for our residents, Life and Progress that offers confidential advice on just about anything – money management, health, benefits advice and much more.

We continue to advocate on behalf of residents with our parent organisation, Network Homes in the future plans for the estate; and also in the wider local area, supporting our local councillors and MP.

Delroy Rankin
Executive Director
SW9 Community Housing



We are pleased to have made further progress this year in our commitment to improve Stockwell Park Estate and surrounding area despite the wider challenges of rising costs and inflationary pressures.

We're continuing to deliver affordable homes, helping us with our strategic objective of increasing the number of homes for people in housing need. At Aytoun Road we're building 31 affordable properties, 20 for Shared Ownership and 11 for Affordable Rent.

We're proud to have donated £100,000 towards Lambeth Council's refurbishment of the iconic skate park next to the estate. This shows our commitment to upgrading community spaces in and around Stockwell Park where we've invested £200 million in the regeneration and transformation of the estate.

There is much to look forward to in the coming year, not least the upcoming street improvements. This will result in greener spaces for public use, new plants and trees, seating areas, community art and refurbished underground parking areas.

We'd really like to hear your thoughts and feedback on what's happening on Stockwell Park and hope you're pleased with your home and area.

Helen Evans
Deputy Chief Executive
SNG



Welcome to the Annual Report of 2022 – 23 which gives an overview of all that happened last year at SW9 Community Housing.

When I walk around Stockwell Park, I can't help but reflect on how many improvements have been made during my tenure as chair. I am looking forward to seeing the latest flats on Aytoun Road being handed over to SW9, and to welcome new residents coming to live here.

What I enjoy about being the chair of a resident-led Board, is that the members and I can see the results of our support, review, and challenge daily.

One such area of challenge was to the leadership team at SW9 to deliver a Service Improvement Plan. The 2023 Service Improvement Plan – SW9, Better on Your Doorstep features six

key workstreams including the delivery of higher qualities of service, creating an exemplar estate, and working to put the resident at the centre of the community.

I thank my fellow board and committee members, all my neighbours here in Stockwell Park and everyone who has and continues to contribute to making our estate an inclusive and engaging part of the wider community. Our community-based partnership continues to thrive.

Dee Alapafuja
Board Chair
SW9 Community Housing





Our values

Our values reflect our commitment to providing excellent services and community cohesion through the empowerment of our residents:

Independence

SW9 aims to operate as an independent socially responsible business that builds on the accomplishments of both Community Trust Housing and Network Homes.

Local

SW9 wishes to retain its close local links and support local people and businesses.

Quality

SW9 wishes to provide good quality housing and services which will not only benefit residents but also enhance their quality of life. We will also demonstrate, deliver and promote recognised good practice within the tenant-led housing sector.

Working in partnership

SW9 is keen to work in partnership with the local authority, other housing providers and organisations whenever this will benefit the provision of local housing and services.

Value for money

SW9 aims to ensure it delivers competitive, high quality services that represent value for money for our residents.

Financially sound

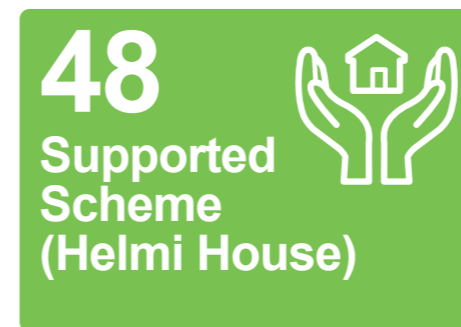
SW9 will be prudent in its financial management. This will ensure a strong and viable future with the ability to continue to maintain existing homes and offer a full range of services to a high standard.

Integrity

The Board and staff will operate in an environment which supports the highest levels of integrity: where openness is encouraged across all our activities and with our stakeholders and partners. Our governance will be regularly reviewed to ensure appropriate controls and accountability across all areas of our business.

SW9 Community Housing in numbers

The total number of properties we manage is 1,779.
This is made up of:



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 2022/23 Objectives



Our 2022/23 Objective:

Provide high quality housing services to our customers.

Felicity Dunmall, Head of Housing & Estate Services

We have taken a long look at our Neighbourhoods Team and spoken with many residents on what is important for them in how we deliver their services.

Our residents have told us that now COVID is over, they would like to see their named Neighbourhood Officers back out in Stockwell Park; they'd like them to come into their homes more; and that they value the drop-in reception service in our office. Some residents would like to see more self-service options for issues like making rent payments, getting a parking permit, and booking repairs.

SW9 Community Housing, based in the heart of Stockwell Park and surrounded by our residents' homes, is in a unique position to deliver all of this, and over the next year we are rebuilding our team to do just that. We are recruiting professional, heads-up colleagues who will work with residents with empathy, understanding and professionalism, taking ownership to solve problems. We would like to make a home visit to every resident each year – we can see how we can work together with residents, discuss any problems and questions, and yes, we will bring the biscuits.

We know how important safety is for our residents, and our strong four lines of defence against anti-social behaviour (ASB) – our 420 monitored CCTV cameras, the Parkguard security patrols, our leading work on the local Safer Neighbourhoods Team and our anti-social behaviour investigative casework, will remain a priority for us.

We will also ensure that all our homes are re-let as quickly as possible and that new residents are made to feel at home with their new neighbours.

In numbers

Overall customer satisfaction

70%

Target 2022/23: 75%



Stage 1 complaints responded to within 10 days

70%

Target 2022/23: 100%



New tenants' visits completed within 6 weeks

90%

Target 2022/23: 100%



Our 2022/23 Objective:

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

As a resident-led organisation, our community is at the very heart of all our decision making. Our Board is made up of tenants and leaseholders as well as independent members which puts SW9 in a unique position where decision-making sits in the heart of the community. In 2021 the Board challenged the operational team to deliver a Service Improvement Plan, and SW9 is now working through the second iteration of this – SW9 On Your Doorstep.

The Board and committee members of our three committees – Services, Human Resources and Finance Risk and Audit - have shown great dedication and strength in the past 12 months, challenging the organisation, and ensuring that we are delivering at our most optimum level for our residents.

If you would be interested in becoming a Board or committee member, we would love to hear from you – it need not be something you have done before.

In numbers

Board appraisals carried out

100%

Target 2022/23: 100%



Attendance at Board meetings

73%

Target 2022/23: 90%




Our 2022/23 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, Complaints Resolutions Manager

Community Engagement has continued to be the highlight of SW9. Building on our RISE brand we have seen over 2,500 residents engage with us. Our engagement offer allows our residents to decide on what, how and when they engage with us. The range of opportunities is immense.

I am pleased to see a new committee group develop, JESSUP (Joint Estate and Street Properties Sisters Uniting People) whose aim is to engage with the local community to tackle isolation, deprivation, and discrimination.

I am immensely proud to be part of JESSUP's journey and the energy and care they bring is exciting. The group has been involved in the Easter and Christmas Hampers projects – putting smiles on 100 vulnerable residents. 2023/24 sees the group bring together more planned activities and I encourage you to get involved.

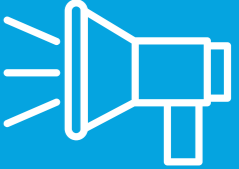
We continue holding Meet and Greets, Street Properties residents' meetings and this year, we introduced Block meetings. These meetings allow residents from specific blocks to speak about concerns that affect them directly.

I am proud of our training opportunities. From hands on truck driving, to electrician courses, to various online training opportunities, SW9 has it all for our community. Not only that, if a resident wishes to partake in training that SW9 does not offer, we have an Employment and Training Grant offer. This year, 32 residents took advantage of free training with SW9, and I hope to see this number increase throughout the year.

In numbers

Amount awarded to Employment and Educational Grants:

£2,473



Number of engagement activities carried out

84



Number of residents involved in community engagement or development activities:

2,532



Our 2022/23 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 striving to create a 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.

We show our colleagues how much we value them through recognition, training, development, coaching and leadership. We will continue to provide colleagues with access to external training and development opportunities including financial contributions.

We recognise that the wellbeing of our staff is crucial because we understand that a happy workforce reflects on the service we provide to our community.

We are proud to say we have developed and implemented a new Wellbeing Strategy; this consist of six themes.

- Emotional and Mental Wellbeing
- Physical Health
- Connections and Community
- Financial Wellbeing
- Purpose and Growth
- Health Life-work Balance

Our goal is to ensure that we promote and aid in supporting employee' health, both physically and mentally and make a positive impact to employees work and personal lives.



In numbers

Voluntary turnover
10%
 (10.00% per annum = 0.83% per month)
 Target 2022/23 = 10.00%
 YTD = 35.75%

Working days lost due to sickness absence
1.98%
 Target 2022/23 = 2.77%
 YTD = 1.98%



Our 2022/23 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 & Money Manager for Universal Credit claimants

We must make sure that our residents have the continuing assistance and direction they require. The past several years has shown how crucial it is to make sure that any financial concerns are addressed as soon as possible.

Residents of SW9 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.

Providing such assistance allows SW9 to help our residents sustain their tenancies. As a result of our support, we have helped;

- 49 residents with HB issues or new applications
- 8 residents with discretionary housing payment applications
- 13 residents with Universal Credit applications
- 8 residents were signpost to Money Helpers
- 19 residents were referred to food banks
- 11 residents provided with SW9 food bags.

It is important to have an open dialogue between residents and SW9 officers through welfare advice and support which they would not otherwise receive.

If you are struggling financially, our website has several links for debt and money support which can provide advice and tools to support you:

- Provide Free and independent debt advice.
- Assessing if residents are entitled to more benefits than they are currently receiving.
- Putting residents in touch with other services that can help with debt advice and support.
- Exploring employment and training opportunities to raise income.

The Tenant Support & Wellbeing Service

We have introduced a new service – The Tenant Support & Wellbeing Service (TSWS), alongside partners, the independent mental health and wellbeing provider, Life & Progress. We want to assist and support our residents as much as we can; TSWS provides practical information, resources, and counselling services. Support is available 24 hours a day, 7 days a week, 365 days a year, and is free and confidential.

New Payment Options Change

We have made some minor changes in making rent and service charge payments. We are confident that our residents will find the changes beneficial. We now have a new payment provider, PayPoint, as it offers more payment options than our previous provider, allpay, was able to. We have supplied a new dedicated SW9 PayPoint payment card and a dedicated SW9 payment app from PayPoint, which can be downloaded for both Apple and android users.

In numbers

Tenant arrears as % of the annual rent debit
2.75%
 Year to March 2023: 4.33%

Our 2022/23 Objective & Annual Review:

We are excited to share with you our plan to revamp and improve our underperforming repairs service. We recognise that our customers deserve a better repairs service, and we are committed to providing them with an exceptional experience. By implementing the following actions, we are aiming to enhance efficiency, quality, and customer satisfaction.

Robert Carroll, Property Services Manager

- **Comprehensive Evaluation:** We understand the root causes of our underperformance, we have conducted a thorough evaluation of our repairs service. This assessment involved analysing customer feedback, assessing key performance metrics, and identifying process bottlenecks.
- **Streamline Workflow:** We are mapping out our repair process from start to finish, so we can identify inefficiencies and streamline our workflow. We are closely examining each step and eliminate redundant or unnecessary procedures, ensuring a more streamlined and efficient process.
- **Training and Development:** We acknowledge the importance of well-trained and skilled repair engineers. We have appointed a new interim responsive repairs contractor with skilled engineers who have assured SW9 they are investing in training programs to enhance their technical knowledge and customer service skills. Regular workshops and seminars will be organised to keep our team up to date with the latest repair techniques and industry best practices.
- **Standardise Processes:** To ensure consistent and high-quality repairs, we are establishing standardised processes and guidelines. Clear instructions, checklists, and documentation will be provided to our contractor to follow during each repair task. This will minimise errors and ensure a uniform level of service.
- **Performance Metrics and Tracking:** We are implementing a robust system for tracking key performance metrics related to our repairs service. These metrics will include repair time, customer satisfaction ratings, repeat repairs, and overall service quality. Regular monitoring and analysis of these metrics will help us identify areas for improvement and make data-driven decisions.
- **Customer Feedback and Communication:** Actively seeking feedback from our customers is crucial for understanding their needs and expectations. We are establishing a reliable feedback system, such as surveys or online reviews, to gather customer input. Additionally, we will improve communication channels to keep customers informed about the status of their repairs and address any concerns promptly with a residents repair portal.
- **Collaborative Approach:** Improvement is a collective effort. We will foster a culture of collaboration among different teams involved in the repairs process, including neighbourhoods, leaseholder management, and income team. Regular cross-functional meetings will be held to discuss challenges, share insights, and implement collaborative solutions.
- **Continuous Improvement:** Improving our repairs service is an ongoing journey. We will establish a framework for continuous improvement, to ensure that we are constantly striving for excellence. Regular review sessions will be conducted to identify further enhancements and implement necessary changes.

We believe that by diligently following these steps, we will be able to transform our repairs service into a highly efficient and customer-centric operation. Your dedication and support in implementing these improvements are integral to our success. By working together, we can create an outstanding repairs service that our customers can rely on and be proud of.



Miles Lanham, Interim Director of Customer Services & Operations

There are exciting changes for our responsive repairs service, which we know matters to our residents so much, and which is quite rightly how residents gauge if we are delivering excellent customer service or not.

Having recruited a new team to work out of the SW9 offices, we have also procured a new main repairs contractor – KNK, who have much experience working on estates like ours. In addition, we have back up contractors for every trade and specialism that we can call upon and are working to develop the ability for you to track and even book your repair online.

In numbers

Number of block and estate inspections completed

87%
(target 100%)



Respondents who reported that their repair appointment was kept

86%
(target 95%)



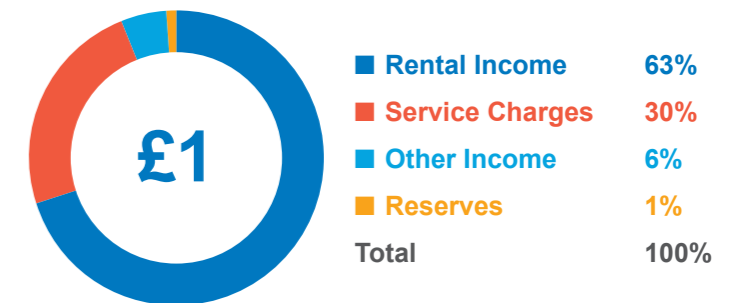
Urgent repairs completed within 7 working days

95%
(target 90%)

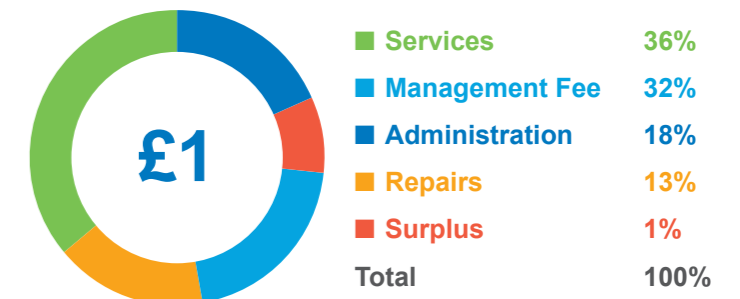


Money, money, money

Where every £1 of income came from:



How we spent every £1 of income:



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
- Miles Lanham**, Interim Director of Customer Services & Operations
- Felicity Dunmall**
Head of Housing

Leasehold Team

- Gabriel Aboyeji**
Leasehold Property Manager

Finance and Human Resources Team

- Krishanthan Senthivel**
Finance Manager
- Melita Da Silva**
Finance Officer
- Andrea Lewis**
HR Manager
- Alaha Nourzai**
HR Advisor
- Mark Gladstone**
Service Charge Accountant

Property Services

- Robert Carroll**
Property Services Manager
- Aemiro Kassa**
Property Services Officer
- Georgia Roachford**
Customer Services Assistant
- Veronica Sanchez Aguirre**
Customer Services Assistant
- Davison Hunte**
Technical Surveyor
- Alex McNally**
Senior Technical Surveyor

Housing Services

- Anthony Akerele**
Senior Neighbourhood Services Officer
- Lana Hunte**
Supported Housing Scheme Manager
- Regina Opira**
Neighbourhood Services Officer
- Michael Curle**
Neighbourhood Services Officer
- Sonia Hinds**
Receptionist & Admin Assistant
- Novelette Ellis**
Tenancy Support Officer
- Elizabeth Tedla**
Housekeeper

Corporate Services

- Zoe Christodoulou**
Policy and Performance Officer
- Sade Ryan**
Business Support Officer
- John Valencia**
Office Manager
- Chigozie Benokwu**
Policy & Performance Assistant

Income Team

- Lan Choung**
Income Collection Team Leader
- Rolake Olagbaju**
Income Officer
- Toyosi Ali-Fowosere**
Income Officer

Community Engagement and Communications

- Komal Doan**
Customer Resolutions Manager
- Denise Bailey**
Communications Executive
- Ella Patel**
Community Engagement Officer

SW9 Estate Services and Clean Team

- Michelle Levy**
Estates Manager
- Dominic Thompson**
Estate Services Officer
- Andrew Woodman**
Estate Services Officer
- Fnot Bekretsyen**
Cleaning Operative
- Yordanos Birhane**
Cleaning Operative
- Ricardo Candelo Moran**
Cleaning Operative
- Catherine Egbine**
Cleaning Operative
- Peter Howley**
Cleaning Operative
- Alem Kahsay**
Cleaning Operative
- Veronica Mendoza Villa**
Cleaning Operative
- Juan Rojas Florez**
Cleaning Operative
- Hidat Weldegiorges**
Cleaning Operative
- John Excellence**
Cleaning Operative

RISE

Together. We Can.

SW9's RISE programme is a wonderful way for our community 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 is 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, Eid, International Women's Day.
- Join our Board committees.

Our Menu of Involvement gives you all the information that you need.

Contact

Email: Getinvolved@sw9.org.uk

Phone: **0207 326 3700**

Website: www.sw9.org.uk/get-involved/





Contact us

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