

Service & Performance Panel (SPP)
Thursday 4 December 2025
Teams meeting



Present:

SPP Members:

Gosia (G)
Keith (K)
Nigel (N) (Chair)
Theresa (T)

LCHS staff:

Alys Exley-Smith (AES) - Community Relations Manager
Carol Hinvest (CH) – Director of Resident Engagement and Services
Chris Brown (CB) - Director of Housing Quality & Investment
Clare Hopkins (CHo) - Head of Housing and Communities
Dylan Hemmings (DH)- Housing Policy & Strategy Officer
Nidhi Patil (NP)- Housing Policy & Partnerships Manager

Apologies:

Dylan (SPP member)
Fenella Beckman (FB) – Director of Housing Strategy
Gillian Douglas (GD) - Executive Director of Housing
Kevin (SPP member)
Rosie (SPP member)

Item ref	Item	Owner
1	Welcome and introductions	
1.1	N welcomed everyone to the meeting and introductions were made. Agreement was made to record the meeting for the purpose of the minutes. Although not quorate the meeting would continue with decisions ratified at the next quorate meeting.	
2	Previous minutes and matters arising	
2.1	N asked if there were points of accuracy (residents: none).	
2.1.1	T: Minutes are accurate but flagged a pending action for Chris Brown (CB).	
2.1.2	N: Pending items would be covered under the action log; minutes signed off as materially correct.	
2.1.3	Previous minutes approved.	

2.2	Smart Meter installation (policy/ process clarification)	
2.2.1	N raised a general query: Energy providers are encouraging smart meter installation for council tenants; asked if there is a Council process/policy and when permission is required.	
2.2.2	CHo: <ul style="list-style-type: none"> ○ Straight meter swaps are fine (meters belong to energy providers; no Council permission needed). ○ Relocation/structural changes (moving meters, drilling, changing electrics) require Council permission; permission would be given with caveats as appropriate. 	
2.2.3	K: Specific concern in tower blocks- meters in communal corridors; residents lack access. If providers want to move them into flats, this could be a major issue.	
2.2.4	CHo: Changes in location would indeed require permissions.	
2.2.5	N noted it would be helpful to inform residents of the correct process, especially in blocks with communal meter cupboards.	CHo
2.2.6	ACTION: CHo to publish/clarify guidance on smart meter processes for council tenants, including communal meter scenarios. (<i>Target: before next meeting</i>)	
2.3	Action log	
2.3.1	N noted some actions lacked updated commentary since March and asked CB to run through them verbally (Chris was dialling in from a phone) and provide written follow-up.	CB
2.3.2	<p><i>Door entry systems — Howard House (Item 14)</i></p> <p>N: Confirmed historic commitment to update K. K: No update received; the block is vulnerable; repeated excuses (locks, etc.); residents concerned about unknown callers. CB: Acknowledged; no current info to improve the position; will get back with specifics.</p> <p>ACTION: CB to send specific update to Keith on Howard House door entry and programme status before next meeting.</p>	CB
2.3.3	<p><i>Fundraising & Volunteering / Social Value</i></p> <p>N: Recalled prior ask for a response on fundraising/volunteering linked to small works.</p> <p>CB: Described a new Social Value policy and priority list (contractors providing local community benefits). Proposed a wish-list of projects to focus with contractors/community; committed to provide a clearer presentation/response.</p>	

2.3.4	<p>N: OK to bring a detailed proposal in January, but Howard House is more urgent.</p> <p>ACTION: Chris to table social value volunteering proposal at January meeting.</p> <p>Repairs waiting times & staffing (Item 17)</p> <p>N: Found Dean's repairs update highly useful; proposed keeping the item open to maintain resident line-of-sight (or embed data within regular performance reporting).</p> <p>ACTION: Keep the item open OR embed in reporting; officers to propose how to routinely surface this data.</p>	CB
2.3.5	<p>Improvement programme risks</p> <p>N: Deferred to CB for update.</p> <p>CB (verbal update):</p> <ul style="list-style-type: none"> - Operating to an interim three-year improvement plan. - Brought in Red Loft to develop understanding of Decent Homes; six-month interim report shows improved position. - Revising the five-year programme; written update to be provided at next meeting. <p>ACTION: CB to provide written improvement programme update at next meeting.</p>	DC/CH
2.3.6	<p>Damp & Mould regulation (Item 22)</p> <p>N: Proposed closing item 22 due to Housing Select Committee (HSC) scrutiny in January (avoid duplication; panel can access HSC papers and deliberations).</p> <p>Item 22 closed (information to be followed via HSC).</p>	CB
2.3.7	<p>Stock condition survey (Item 33)</p> <p>T: Still awaiting stock condition survey results for her property; Meeting follow up- these were shared with T by KO in September 2025 on email</p> <p>T raised a door entry issue, an <i>AlphaTrack</i> repair from Christmas Eve last year remains incomplete; property vulnerable for forced entry.</p> <p>CB: Will provide an update on Alpha Trak programme and confirm specific repair status (security doors should be in the capital programme; repair must be actioned). Will respond directly to T</p> <p>N: Asked when the update could be provided.</p> <p>CB: Within 5 working days.</p>	CB

3.1.8	<p>Repairs & Data:</p> <ul style="list-style-type: none"> ○ WIP reduced (14,000 → 8,334 Q1 to Q2). ○ Appointments kept: 89% (Q2). ○ Average days to complete responsive repairs affected by data cleansing & ASB reporting blips (resident portal allowed multiple ASB entries per day; now changed to case-based updates). ○ Call waiting time improved (~17 min → 6 min). ○ Calls moved to corporate contact centre. 	
3.1.9	<p>N: SPP recognised 'stable but fragile' pattern and how much effort it takes by the landlord to keep moving forward with improvements with ever greater regulatory requirements and no addition resources; noted perception metrics lag quantitative improvements, i.e. it takes time for residents to 'feel' things are getting better and that seasonal variation exists.</p>	
3.1.10	<p>Panel Questions & Officer Responses:</p> <p>G: G asked about the next steps regarding portal usability issues</p> <p>CH:</p> <ul style="list-style-type: none"> ○ Portal was launched as MVP due to security/tech issues with old portal. ○ Six-month enhancement programme underway; Total Mobile integration will provide proper diagnosis, booking, live operative tracking, SMS post visit feedback, in-home follow-on booking. ○ Acknowledged current repairs portal limitations; new Total Mobile repairs portal is planned after full integration. 	
3.1.11	<p>G: Asked whether online repairs requests continue to 'fall into a black hole'.</p> <p>CH: Cannot see into the 'black hole'; only requests that successfully pass through are visible, which is another reason to replace existing repairs portal.</p>	
3.1.12	<p>T:</p> <ul style="list-style-type: none"> ○ Questioned why portal login is via a different URL than Council site; asked for clear display of housing officer details. ○ Proposed tracking complaint resolution outcomes, not just response times. <p>CHo: Housing officer info exists under Property Details in portal but is not prominent; resident testing to surface it clearly on front page.</p> <p>N: the Webinar presentation for residents on using the Portal and future development of it was very helpful. Residents would benefit from more of these, especially if they are then on the website and/or referenced in Newsletters.</p>	

3.1.13	<p>CH:</p> <ul style="list-style-type: none"> ○ On complaints: transactional surveys (Acuity) of recently closed complaints show low satisfaction with the resolution; improvement seen in clarity and keeping in touch, but resolution satisfaction remains low. ○ A 12-month Complaints Transformation Project Lead has started to dig into survey data (including free-text) and address root causes. <p>NP: Will publish communications on “how to find your housing officer” via portal/website/newsletter.</p> <p>ACTION:</p> <ul style="list-style-type: none"> • Portal: Continue 6-month enhancement; integrate Total Mobile repairs portal; fix ASB case reporting; make housing officer details prominent (CHo/AW via resident testing). • Complaints: Transformation lead to analyse drivers of low-resolution satisfaction and propose improvements; report progress back to SPP. 	CHo/ CH
<p>4.</p> <p>4.1</p> <p>4.2</p> <p>4.2.1</p> <p>4.3</p> <p>4.4</p> <p>4.5</p>	<p>Resident engagement in policy development</p> <p>NP presented a standardised process for resident engagement in housing policies, aligned to new Council templates and legislative/regulatory requirements; three policies were shared ahead of the meeting, and are due at January Mayor & Cabinet for overview/feedback.</p> <p>N recommended including “We asked / You said / We did / We didn’t (and why)” to ensure transparency about scope constraints (legislative/resource/political) and to provide assurance formats for Mayor & Cabinet and Select Committees where relevant.</p> <p>NP agreed:</p> <ul style="list-style-type: none"> ○ Future consultations will clearly set out in-scope / out-of-scope, We asked / You said / We did / We didn’t (with reasons). ○ Cover reports to Mayor & Cabinet will formalise resident consultation sections; some policies go to Housing Select, dependent on their work programme. ○ On CCTV policy reciprocity: recording should seek consent; exceptional circumstances (e.g., harassment) allow recording for evidence, aligned with tenancy agreement and legislation. <p>DH: Clarified CCTV objectives and procedure (e.g. writing to residents in affected areas; strengthening clarity for residents).</p> <p>T & G: Welcomed We asked / You said / We did addition, feeling it’s inclusive and contextual.</p> <p>NP: Upcoming consultations for Vulnerable Residents Policy (major refresh) and Tenancy Strategy (new strategy); will consult widely and feedback at March 2026 SPP.</p>	

	<p>ACTION:</p> <ul style="list-style-type: none"> NP to embed We asked / You said / We did / We didn't & why in future policy consultations and reporting. NP to bring consultation feedback on Vulnerable Residents Policy and Tenancy Strategy to March 2026 SPP. 	NP
<p>5</p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p> <p>5.5</p> <p>5.6</p>	<p>Home checks pilot</p> <p>CHo reported on the April-October pilot: 500 home checks completed; learned that cold calling is ineffective; moving process into Housing Management System (HMS) for automated referrals and tracking; adding one additional officer for six months to catch up; plan resident feedback survey in early 2026.</p> <p>N praised the planned post visit resident feedback to learn and improve.</p> <p>K expressed apprehension about the visit (privacy, perceived judgement; queries about frequency-aim is every five years but current pace requires extra resource).</p> <p>T shared anxiety and cited a real case of Occupational Therapist recommending a wider bath for equipment; resident is being made to chase Repairs; process felt circular and burdensome.</p> <p>CH/CHo stressed the supportive intent (referrals largely to welfare benefits etc., consent based unless safeguarding risk); the check looks at property and tenancy needs (damp/mould, unreported repairs, hoarding/condition issues).</p> <p>CB added positive outcomes achieved through access (e.g. Decent Homes improvement: non-decent properties improved from 1 in 4 → 1 in 10 over 8–12 months; 2000 category 1 hazards removed by entering homes). Emphasised need for communication to reduce anxiety and highlight benefits.</p> <p>ACTION:</p> <ul style="list-style-type: none"> Run resident feedback survey (early 2026) and report insights to SPP. Repairs (DC) to confirm the process at the moment for OT referrals to Housing Repairs and how it's tracked. Note from Chair post meeting re: Report on Access issues: https://www.almos.org.uk/wp-content/uploads/2025/12/FINAL_HQN-research-Access-December-2025.pdf which takes a comprehensive look from both landlord and tenant/resident perspectives. 	CHo DC
<p>6</p> <p>6.1</p> <p>6.2</p>	<p>Building safety resident engagement update</p> <p>Building Safety - CB (standing in for David Irvine (DI))</p> <p>CB apologised for presenter absence; gave highlights:</p> <ul style="list-style-type: none"> First two Building Safety Cases (Eddystone & Daubeney) approved by the Building Safety Regulator (BSR)- 'full confidence' in Council's management. N noted that this is quite an 	

6.3	<p>achievement given how rigorous the approval process by the BSR is.</p> <ul style="list-style-type: none"> ○ 5 more high-risk blocks submitted; all other high-risk building cases lined up (Council: 55, PFI: 58). ○ Working to regularise certification for works carried under transitional arrangements; one case had incorrect work now rectified; overall moving to more consultancy and rigour; some capital works start dates slip due to greater planning scrutiny. ○ Gateway processes to Building Safety Regulations planned: Fire doors (Feb); Rosenthal House (Jan). 	
6.4	<p>K raised quality concerns (e.g., dry riser cupboard covers; contractor Mullaley commitments; community garden promise half-done and not meeting social value commitments for community.</p> <p>CB:</p> <ul style="list-style-type: none"> ○ Mullaley still engaged on four blocks; 25% no-access remains; working with Tenancy; potential legal action where necessary; aim to sign off blocks by April; Hawke Tower works starting; will take back communication concerns; noted SIAM delivers sprinkler work and the building safety team guides SIAM. <p>N noted the need to get the Building Safety Residents Panel up and running and for the landlord to have a plan for this and update SPP at the next meeting.</p> <p>ACTION:</p> <ul style="list-style-type: none"> • Building Safety Team/SIAM to improve communications with block reps on works progress, quality issues (e.g., dry riser cupboards) and commitments. • Major works team (contract manager for Mulalley) to follow up with Keith on specific quality and community commitments. <p><i>'Post meeting note: Follow on email sent from Chris Brown (5/12/ 2026) with action points</i></p> <p><i>Apologies to you all, Nigel and the Service and Performance panel for last night's preparation and attendance:</i></p> <ul style="list-style-type: none"> • <i>Going forward reminders for action logs will be diarised and deadline met</i> • <i>I will complete with relevant Q&I heads the outstandings actions (various)</i> • <i>As some action relate to members blocks or properties please can I have the addresses – (for example T's)</i> • <i>Jon Davis (JD) and building safety team will produce a short video of the building safety presentation for circulation to the panel members. Although not interactive this should go a little way to provide clarity</i> • <i>I will have a deputy to stand in if there are risks in my own attendance or ability to contribute.</i> 	<p>CB/AES</p> <p>CB/ JD</p>

7	Forward Plan	
7.1	March meeting to cover: <ul style="list-style-type: none"> ○ Performance review. ○ Resident Engagement Framework reflections. ○ Complaints transformation progress. ○ Resident Review Panel report. ○ Timeline for major service and policy changes (including preparations for Regenter B3 stock transition back into the Council.) 	
7.2	Panel thanked Lewisham Council Housing Services for sustaining engagement activity amid staff shortages; noted Leasehold Forum minutes are public; cited with Independent Living Forum minutes.	
8	AOB	
8.1	K raised estate play areas and road sweeping/weeding issues on peripheral roads (Lewisham Council services vs former Lewisham Housing areas).	
8.1.1	CH suggested contacting Martin Ryan (MR) (working with Street Environment Services & Highways) to align 'one Council' operational responses. ACTION: CH & MR to liaise on street environment/highways coordination for estate perimeters ensuring alignment across the Council streets	CH/ MR
9	Date of next meeting	
9.1	12 March 2026 at 6.30pm	
10	Close	
10.1	N thanked everyone for attending, for their contributions and closed the meeting at 20:20.	