

Lewisham Council Housing Service

Service and Performance Panel - 11 June 2026 (6.30pm-8.30pm)

To be held at: Civic Suite, Catford Road, Catford, SE6 4RU and Hybrid

Agenda

1	Welcome and introductions	Chair (Nigel Bowness)	Verbal
2	Minutes and Action log	Chair (Nigel Bowness)	Paper
3	Building Safety – Resident Engagement	Jon Davis (Head of Building Safety)	Paper
4	Policy updates including Code of Conduct consultation	Nidhi Patil (Housing Policy and Partnerships Manager)	Paper
5	Performance	Lisa Keating (Director of Resident Engagement and Services)	Paper
6	Repairs update - focusing on how changes to staffing structures and the implementation of Total Mobile has or will benefit residents	Dean Cooper (Head of Repairs)	Paper/ Slides
7	Major works – update on delivery of the capital programme	Kemi Ojutalayo (Head of Stock Investment and Asset Management)	Paper/ Slides
8	Forward Plan	Chair (Nigel Bowness)	Verbal
9	Any Other Business	Chair (Nigel Bowness)	Verbal
10	Date of the next meeting/s and location/ virtual	Chair (Nigel Bowness)	Verbal
11	Close	Chair (Nigel Bowness)	Verbal

Consent items (not for discussion but to be included in the pack):

1	Resident engagement framework update	Community Relations Manager (Alys Exley-Smith)	Paper
2	Procedures (No Access)	Nidhi Patil	Paper
3	Minutes of other panels: - Leasehold forum - Independent Living Forum - Webinar (Roadshow) recordings	Links	Hyperlinks

Service & Performance Panel (SPP)
Thursday 13 March 2026
Catford Civic Suite/ Teams meeting (hybrid)



Attending

- **SPP members**
N: Nigel B (Chair)
T: Theresa
D: Dylan
- **Lewisham Council Housing Staff**
GD: Gillian Douglas (Executive Director)
CH: Carol Hinvest (Director of Housing Services & Resident Engagement)
Cho: Clare Hopkins (Head of Housing & Communities)
AES: Alys Exley-Smith (Community Relations Manager)
NP: Nidhi Patil (Housing Policy and Partnerships Manager)
- **Observers**
P: Petrona
C: Callixta
K: Kemi
- *Di* (Resident Review Panel representative/ presenting)
- **Apologies**
 Keith
 Kevin
 Gosia

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.	
2.	Minutes and action log	
2.1	Private Sector Leasing (PSL) accommodation • A query was raised about residents living in PSL/other temporary accommodation units. • CH clarified how compliance in temporary accommodation (nightly paid, PSL, and other types) is monitored monthly and that Lewisham remains accountable for resident safety. • GD confirmed that PSL/TA sits outside the formal mandate of SPP, which is focused on general needs housing, but acknowledged the need to consider what engagement structure exists for temporary accommodation residents.	

	Action: Clarify engagement structure for residents in temporary accommodation and confirm who leads on PSL queries (to be directed to Claire Oldham, Head of Housing Needs and Refugee Services rather than Kemi in the Stock Investment team).	PSL lead (CO)
2.2	Resident procurement panel - The chair asked for progress in re-establishing the resident procurement panel. - Alys noted discussions with Chris: current priority is ensuring existing contractors deliver to standard; full resident involvement will increase as larger new contracts come forward. - Training and ensuring resident influence in the scoring process were emphasised as essential. - D highlighted the value of residents being able to rate contractors via the repairs portal.	
2.3	Quality measures for repairs - CH confirmed that the Director of Q&I, Head of Repairs and Performance Team are preparing a table of quality measures for repairs (DLO & contractors). - N advised the panel would like this brought to the next meeting (summer 2026). - D suggested using the new repairs portal for gathering resident ratings.	
2.4	Action: Present draft quality measures for repairs at next SPP meeting; consider portal-based resident feedback mechanisms. Portal improvements Resident feedback discussed included: - Confusing login/registration process - Difficulty locating housing officer contact details - Request for repairs tracking and communal repairs visibility - Desire for better integration with council tax account functions CH confirmed: - Usability improvements underway (based on resident testing) - A new repairs portal will integrate Total Mobile - Improved promotion (newsletter, rent letters leaflet) - Back-end analytics now track usage and navigation	Chris Brown, Portal lead (AW)
2.5	Action: Continue enhancements to the resident portal, incorporating resident testing; ensure housing officer details appear more prominently. Smart meter follow up - Brief confirmation that previous smart meter guidance has been included in a newsletter. - Item closed.	Portal lead (AW)
2.	Update on Regulatory notice and Housing Ombudsman investigation	

2.1	GD updated on the status of the Regulatory notice and Housing Ombudsman investigation.	
2.2	The self-referral focused on three key areas of concern: ○ Repairs performance ○ Decent Homes compliance ○ Outstanding fire safety actions	
2.3	Since the self-referral, LBL has been working closely with the Regulator, responding to multiple information requests and providing detailed evidence on progress.	
2.4	An improvement programme is in place, covering repairs, fire safety compliance, decency, data quality, systems, governance, and complaint handling, with early progress already recognised by the Regulator.	
2.5	LBL are working closely with the Housing Ombudsman to improve complaint handling, learning from determinations, and embedding service improvements to prevent repeat failures, particularly around damp and mould and repairs.	
2.6	Our focus remains on resident safety, service reliability, transparency, and learning, and we will continue working with both the Regulator and the Housing Ombudsman until we can demonstrate full compliance and sustained improvement.	
3.	Performance Report (Quarter 3: 2025–26)	
3.1	CH presented key point from the report including: Tenant satisfaction (TSMs) • Home safety satisfaction increased to 62% (highest in two years) • Listening & acting satisfaction: 46%, up from 40% • Keeping tenants informed: 71% • Complaints handling satisfaction: 31% (significant improvement from 16%; above London benchmark of 26%) • Neighbourhood contribution satisfaction up 11% Members queried: • Why home ‘well maintained’ scores decline while repairs satisfaction rises: - CH explained this relates to capital programme works, and not responsive repairs alone. • The need for clearer communication on capital programme timelines.	
3.2	Repairs performance • Data cleansing associated with Total Mobile caused performance reporting distortions. • Works in progress reduced from 14,346 to 5,000, which is a combination of real completions and data corrections.	

3.3	- The Panel stressed the importance of distinguishing between completions versus data cleanse closures. Health and safety compliance - Gas: 97.7% compliant (12 non-compliant units due to legal access cases) - Fire Risk Assessments (FRAs): 100% - Asbestos: 99.5% - Legionella: 98.2% - Lifts: lower compliance explained by refurbishments preventing inspections. Members queried: - C queried turnaround times when issues are identified during safety checks. - CH clarified that gas safety certificates cannot be issued until all issues are resolved. - N confirmed that unsafe installations are capped off. Call-handling performance - Repairs average waiting time: 4.8 minutes (down to 2.9 minutes in February) 82% of calls answered - Abandoned calls decreasing - Expected spikes due to rent/service charge letters but underlying performance improved	
4. 4.1	Complaints transformation update CH provided an update: - Stage 1 on-time performance increased sharply since reset (45% to 88%) - Stage 2: 74% to 87% - Key challenge remains resolution satisfaction; outstanding actions after complaint responses drive the dissatisfaction - Monthly learning-from-complaints sessions now held; AI used to identify themes - Residents requested visible publication of learning outcomes using case studies or thematic summaries. Action: Develop clearer public-facing reporting of learning from complaints, using themes and resident case studies where possible.	CH
5. 5.1	Competence and conduct standard CH presented on development of the new competence & conduct standard: - Foundation will be existing Council values, behaviours, and customer promise - Standard applies to all residents (not only tenants)	

	- SPP members highlighted need for clear behavioural commitments (respect, empathy, follow-through, accountability) - Engagement will begin after pre-election period; residents stressed desire for meaningful engagement, not just consultation. Action: Begin planning for resident led development of the standard, ensuring strong TAB involvement and cross forum engagement.	CHo/ AES
6.	Resident Engagement Framework update	
6.1	AES presented: - Around 200 actions currently tracked - New software coming to better evidence outcomes - Engagement methods include estate walkabouts, door knocking, open days, and digital surveys - Panel emphasised need for: - Case studies demonstrating real impact - More visibility for residents who do not attend meetings - Stronger articulation of how engagement shapes service decisions	
7.	Resident Review Panel (RRP) report on Housing Officers	
7.1	The report from the RRP on the role of the Housing Officers was shared with the panel alongside the management response from LBL. D shared highlights from the RRP work to include: - Positive working relationship with Housing Officers and Housing Management was acknowledged. - Request for clearer timeframes on recommendations in future. - Housing officer visibility improvements underway (through HMS/portal development).	
8.	Forward Plan	
8.1	N requested the panel put forward future potential agenda items for the forward plan	
8.2	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.	
10.	Any Other Business	
10.1	The departure of CH (end of March) was noted and thanks recorded.	
10.2	No further AOB.	
11	Date of next meeting	
11.1	12 March 2026 at 6.30pm	

12	Close	
12.1	N thanked everyone for attending and closed the meeting at 20:20.	

Action log

1. Chase update on PSL accommodation support (direct to Claire Oldham).
2. Clarify engagement structure for residents in temporary accommodation.
3. Prepare table of quality measures for repairs (DLO and contractors) for next SPP meeting: Chris & Repairs/Performance team.
4. Explore repairs portal resident ratings as a data source for identifying trends.
5. Ensure housing officer details are made more prominent on portal.
6. Develop a public-facing 'learning from complaints' approach, using themes & case studies.
10. Mini audit of duplicate actions in the log to consolidate where appropriate.
11. Chase building safety video and ensure strong Building Safety presence at next meeting.



Report to: Service and Performance Panel

Date of Meeting: 11 June 2026
Agenda No: 3
Title of Report: Building Safety Update
Report Class: Monitoring
Report Author: Jon Davis, Head of Building Safety
jon.davis@lewisham.gov.uk
Action Required: Committee to note

1.0 Purpose

- 1.1 This report provides the Panel with an update on Building Safety and how Lewisham council are ensuring compliance with the changing legislation. The report focuses primarily upon resident engagement and the type of engagement activities that have been undertaken to date and what our plans are for the next few months surrounding resident engagement.

2.0 Building Safety and Resident Engagement update

- 2.1 (Building Safety) Resident Engagement activities remain legislatively compliant.
- 2.2 The team remains at full establishment.
- 2.3 The Building Safety Team will continue to act in accordance with the new Resident Engagement Strategy (RES).
- 2.4 The team now have a Resident engagement forward plan for 2026 with activities broken down on a month by month basis.
- 2.5 Last month (May) we promoted International Building Safety month this month (June) we will be concentrating on Home Fire Safety, summer hazards, resident duties and how to request Building Safety information.
- 2.6 Each HRB notice board has been updated to promote the new residential peeps legislation to try to identify vulnerable residents. The website has also been updated.
- 2.7 We continue to send Building Safety newsletters to residents within the HRRB's. The newsletters usually focus on current topics such as any upcoming events or communications. The last one was sent out in March and a new one is due to be sent this month.
- 2.8 The Building Safety Resident Panel has now been reinstated and we held a meeting in April with the next one booked for 23rd June. We had x 5 residents attend.
- 2.9 We will be implementing a new Building safety inspection crib sheet as a result of feedback from the residents at the panel. Where the BSMs will record and sign and date the crib sheet to confirm that their inspection has been completed and the residents can see when.

3.0 Relevant Data



3.1 Number of Official Building Safety complaints is still very low this is due to having a dedicated Resident Engagement and Complaints Lead and Building Safety Managers. Which means we can usually deal with the concern / complaint at source before it becomes formal. We have had 2 stage 1 complaints over the last month which have been responded to and closed at stage 1.

3.2 The Resident enquiry forms we implemented are now fully embedded and are working well. It varies from month to month but we are averaging 30 forms per month. The majority being completed by Charles Richards but also with contributions from the BSM's.

3.3 There are now x 7 dedicated Building safety drop in sessions covering x 29 out of the 55 HRBs. Each drop session averages 4 to 5 residents but session numbers vary from month to month.

4.0 Meaningful outcomes

4.1 These sessions and our other resident engagement activities have led to residents better understanding building safety risks and their role in maintaining safety (eg reporting, granting access to properties and behaviours)

4.2 Further meaningful outcomes has seen an increase in residents having the confidence to report Building and fire safety risks. (Captured via our resident enquiry forms)

5.0 Challenges

- Legacy repairs failures, leaks, or safety concerns reduce confidence
- Poor communication from major works
- Amount of information we are legally required to provide can undermine our engagement activities as residents can suffer from engagement fatigue

1. Overview			
Title	Service and Performance Panel – Tenant Satisfaction Measures (TSMs) 2025/26 Q4		
Report date	11/06/2026	Last reported date	12/03/2026

2. Background	
2.1.	From April 2023 the Regulator of Social Housing (RSH) has required landlords to collect a standard set of information, in a prescribed format which comprises the Tenant Satisfaction Measures (TSMs); this includes 12-perception metrics measured through tenant surveys and ten operational metrics covering housing service provision. The aim is to improve transparency in the sector by providing tenants with clear, accessible information about the performance of their landlord.
2.2.	This report provides data from the Council (excluding the Tenant Management Organisations (TMO) and Private Finance Initiative (PFI) properties unless stated) up to the end of Q4/March 2026 and compared to the 2024/25 financial year, presented in a quarterly format, and includes Housemark (HM) 2024/25 TSM median benchmarking for London Boroughs and ALMOs.
2.3.	Lewisham Council's second year of figures were reported to the RSH before 30 June 2025, covering the period 1 April 2024 to 31 March 2025. The RSH published the full national set of data from all housing providers for 2023/24 in November 2024, with benchmarking and comparative data between landlords, and the 2024/25 results were published in November 2025.

3. TSM position	
<u>Tenant Satisfaction</u>	
3.1.	The table below summarises tenant satisfaction this year up to March 2026, compared to last year. The figures are for Lewisham Council tenants only and not weighted to account for the TMO/PFI properties. This is because the TMO/PFI surveys are annual instead of quarterly and we do not receive the satisfaction data from these surveys until the end of the year, when they are combined and weighted where appropriate with the Lewisham Council quarterly tenant survey results for the final year-end figures reported to the RSH, which is currently taking place ahead of submission at the end of June 2026.
3.2.	When comparing the latest quarterly satisfaction (Q4 2025/26) with the equivalent quarter from the previous year (Q4 2024/25), tenant satisfaction with the overall service has risen by one percentage point with satisfaction in the past four quarters closely grouped but Q3 2025/26 recording the highest quarterly satisfaction for the overall service.
3.3.	In the most recent quarter, more tenants are satisfied with the overall service at 50% compared to tenants who were dissatisfied at 37%, with 13% (when rounded) neither one nor the other. Of the 50% satisfied, a greater proportion were fairly satisfied (33%) as opposed to very satisfied, with the percentage very satisfied falling in the past quarter (20% in Q3 2025/26).
3.4.	The highest levels of satisfaction for 2025/26 overall (from the quarterly surveys, excluding TMO/PFI), are for that the landlord keeps tenants informed about things that matter to them (68%), that their landlord keeps communal areas clean and well maintained (60%) and that their landlord makes a positive contribution to the neighbourhood (60%).
3.5.	Satisfaction that the landlord keeps tenants informed about things that matter to them has consistently remained the highest satisfaction metric in the last eight quarters (with the highest two figures for this metric in the last two quarters), and tenant satisfaction with the landlord's approach to the handling of anti-social behaviour (ASB) recorded its highest satisfaction for a quarter since the beginning of the TSMs in 2023/24.

Metric	Description	HM 24/25	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
TP01	Tenant satisfaction with the overall service	62%	43%	47%	50%	49%	48%	50%	51%	50%
TP02	Tenant satisfaction with landlord's overall repairs service	64%	53%	51%	58%	55%	55%	59%	58%	58%
TP03	Tenant satisfaction with time taken to complete most recent repair	61%	44%	47%	50%	48%	50%	45%	53%	51%
TP04	Tenant satisfaction that their home is well maintained	63%	43%	49%	48%	49%	47%	54%	51%	52%
TP05	Tenant satisfaction that their home is safe	69%	50%	55%	61%	63%	60%	58%	62%	58%
TP06	Tenant satisfaction that their landlord listens to their views and acts upon them	53%	34%	41%	41%	39%	38%	40%	46%	42%
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	71%	59%	60%	70%	67%	66%	65%	71%	71%
TP08	Agreement that the landlord treats tenants fairly and with respect	72%	53%	59%	64%	58%	60%	59%	56%	59%
TP09	Tenant satisfaction with landlord's approach to complaints handling	26%	16%	25%	29%	22%	24%	25%	31%	23%
TP10	Tenant satisfaction that their landlord keeps communal areas clean and well maintained	63%	57%	52%	58%	65%	58%	58%	63%	62%
TP11	Tenant satisfaction that their landlord makes a positive contribution to the neighbourhood	66%	47%	52%	57%	63%	59%	55%	66%	61%
TP12	Tenant satisfaction with landlord's approach to handling of anti-social behaviour (ASB)	60%	50%	56%	57%	52%	57%	48%	54%	61%

- 3.6. For overall satisfaction in 2025/26 compared to the overall figures for 2024/25 (from the quarterly surveys, excluding TMO/PFI), all of the twelve satisfaction metrics have higher figures in 2025/26. The two metrics with the highest increases from 2024/25 to 2025/26 were tenant satisfaction that their landlord makes a positive contribution to the neighbourhood (+6%, from 54% to 60%) and satisfaction that the landlord keeps tenants informed about things that matter to them (+4%, from 64% to 68%).
- 3.7. Of the changes in satisfaction between Q3 2025/26 and Q4 2025/26, the metrics with the greatest improvements were tenant satisfaction with the landlord's approach to the handling of ASB (+7%)

and agreement that the landlord treats tenants fairly and with respect (+3%), with only one more metric improving in the latest quarter (tenant satisfaction that their home is well maintained).

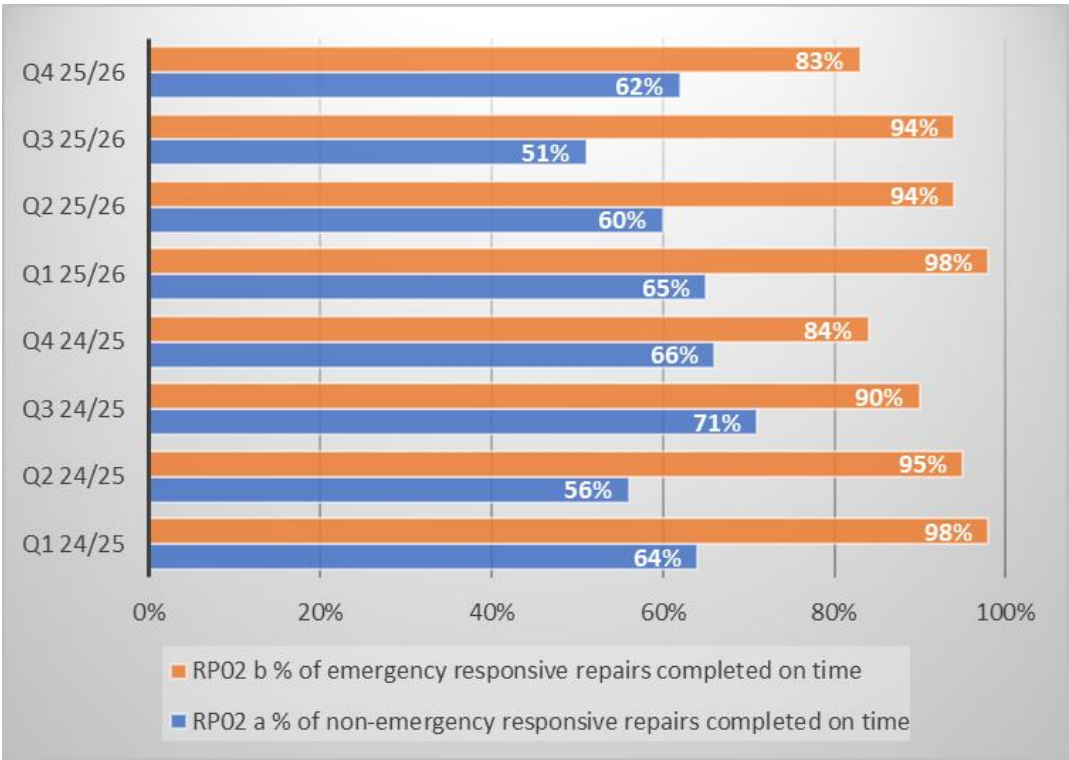
- 3.8. When compared to the previous quarter seven of the twelve metrics fell in satisfaction in Q4 2025/26, with tenant satisfaction with the landlord's approach to complaints handling (-8%), tenant satisfaction that their landlord makes a positive contribution to the neighbourhood (-5%), tenant satisfaction that their home is safe (-4%) and tenant satisfaction that their landlord listens to their views and acts upon them (-4%) recording the largest declines. However, when compared to the start of 2024/25 in Q1, every metric has recorded higher satisfaction in Q4 2025/26.

Repairs

Metric	Description	HM 24/25	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
RP02 a	% of non-emergency responsive repairs completed on time	83%	64%	56%	71%	66%	65%	60%	51%	62%
RP02 b	% of emergency responsive repairs completed on time	94%	98%	95%	90%	84%	98%	94%	94%	83%

- 3.9. Repairs is the primary factor when residents contact the Council and is the primary source of complaints, such as for issues with damp and mould.
- 3.10. For the percentage of non-emergency responsive repairs completed on time, the quarterly figures have remained at a similar level across the past two years. The Q1 to Q3 figures in 2025/26 for the percentage of emergency responsive repairs completed rose following data cleansing work which took place on the 2025/26 data from April 2025 to November 2025. Emergency responsive repairs on time has exceeded 90% in total for both 2024/25 and 2025/26.
- 3.11. Within the repairs service, the focus has been on making sure the resources we have are focused on priorities such as disrepair, damp and mould, fire safety works and severe hazards identified through the stock condition survey, alongside compliance with Awaab's Law. The Council is also optimising the use of in-house resources and reducing use of contractor partners.
- 3.12. The rollout of Total Mobile has provided the platform for real-time visibility and improved control over repairs. Recent service changes have improved appointment management, visibility of repair activity, and prioritisation of urgent works. Collectively, this is supporting a more consistent experience for residents and reinforcing confidence that safety-related repairs are being addressed appropriately.
- 3.13. However, satisfaction levels remain below the target expectations and continue to reflect the impact of previous service pressures, including delays, repeat repairs and historic backlogs. For some residents, improvements in operational delivery have not yet translated into improved perception, particularly where repairs have required multiple visits or longer timescales to fully resolve.
- 3.14. The focus over the coming period will be on sustaining recent improvements and ensuring greater consistency in the resident experience. This includes maintaining strong controls over scheduling and follow-on repairs, continuing to reduce repeat visits, and using tenant feedback alongside performance data to target service improvements. As these changes embed, the expectation is that satisfaction across all repairs-related measures will continue to improve.
- 3.15. It is recognised that while improvements are underway, sustained performance will rely on strengthening workforce and contractor capacity and embedding consistent standards across the

service. The focus moving forward will be to continue to reduce WIP levels, creating capacity to achieve KPI performance targets and increased focus on quality.



3.16. The table below presents the repairs metrics reported to the Housing directorate that sit outside of the TSMs. Regarding the works in progress (WIP) as at the end of March 2026, there are 3,482 WIP (72% of the total) with the direct labour organisation (DLO) and 1,358 (28%) with contractors. In October 2025 a number of long-standing repairs jobs were closed which resulted in a rise in the average number of days to complete responsive repairs in Q3 2025/26.

Description	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Number of Responsive Repairs Works in Progress (WIP)	14,346	7,443	9,645	8,359	10,501	8,334	5,007	4,840
Appointments made and kept (DLO only)	85%	87%	84%	89%	89%	89%	89%	93%
Average number of calendar days to complete responsive repairs (DLO and Contractors)	25	57	24	28	28	31	56	32

Health and safety compliance

- 3.17. All five compliance measures rose in the final quarter of 2025/26, with three measures at 100%.
- 3.18. With regards to gas compliance, in a small number of cases there are challenges in securing access and ultimately some become legal cases. We are working on getting legal access warrants to access the properties but obtaining access via legal order is a slow process and usually results in a property being recorded as noncompliant due to no access during that period. However, this issue has reduced in recent months.
- 3.19. Following the contractor issues from 2023/24 into 2024/25, communal passenger lift compliance has been close to or above 90% in the past five quarters. For this metric, the calculation for the TSM is the number of dwelling units against lifts with an in-date LOLER (Lifting Operations and Lifting Equipment Regulations) inspection.

Description (Metric)	HM 24/25	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
% of homes for which all required gas safety checks have been carried out (BS01)	99.80%	100%	100%	99.80%	99.96%	99.80%	99.90%	97.70%	99.90%
% of homes for which all required Fire Risk Assessments (FRAs) have been carried out** (BS02)	100%	100%	100%	98.60%	99.30%	100%	100%	100%	100%
% of homes for which all required asbestos management surveys or re-inspections have been carried out** (BS03)	100%	100%	100%	98.90%	100%	100%	100%	99.50%	100%
% of homes for which all required Legionella Risk Assessments (LRAs) have been carried out** (BS04)	100%	94.40%	100%	100%	100%	100%	100%	98.20%	100%
% of homes for which all required communal passenger lift safety checks have been carried out** (BS05)	99.3%	70.00%	69.90%	73.90%	93.40%	94.00%	89.20%	89.10%	90.80%

** Includes TMOs

3.20. As at Q4 2025/26, there are three newly refurbished lifts where a LOLER inspection will not take place until June 2026, and another three lifts that are currently going through refurbishment and therefore cannot have a LOLER as they are currently out of service. The LOLER compliance percentage figure would be higher if we excluded the lifts undergoing refurbishment and only reported on the lifts that could have a LOLER inspection completed.

Complaints

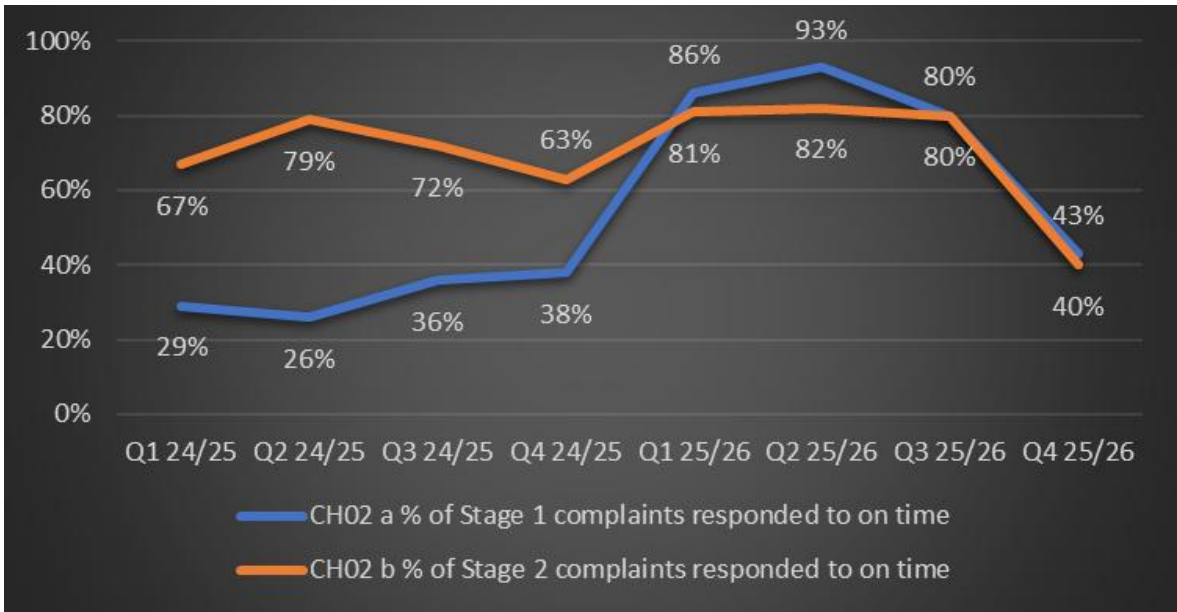
Metric	Description	HM 24/25	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
CH01 a	Number of stage 1 complaints received in month per 1,000 homes*	73	23	19	27	28	21	25	25	36
CH01 b	Number of stage 2 complaints received in period per 1,000 homes*	17	6.1	5.0	7.8	9.8	7.5	7.3	6.3	9.0
CH02 a	% of Stage 1 complaints responded to on time*	69%	29%	26%	36%	38%	86%	93%	80%	43%
CH02 b	% of Stage 2 complaints responded to on time*	67%	67%	79%	72%	63%	81%	82%	80%	40%

*Includes PFI

- 3.21. Complaints are reported on for TSMs by the number received relative to the size of the landlord, per 1000 homes, and the percentage of complaints received that were responded to on time. The TSMs only reflect complaints received from tenants, therefore does not comprise all complaints received.
- 3.22. The number of complaints received at stage 1 has risen significantly in the final quarter of 2025/26 when compared to the previous quarter, and also higher than in the equivalent quarter from 2024/25. Stage 2 complaints received also saw a marked rise in the past quarter, though to a figure lower than the equivalent quarter from the previous year. Regarding stage 2 complaints, Civica (the company behind iCasework) have addressed the system issue on the received date functionality for cases in 2025/26.
- 3.23. After the notable drop in 2024/25 in the percentage responded to on time for stage 1 (impacted by changes such as the adjustment in approach to incorporating acknowledgments as per the Complaint Handling Code, alongside case backlogs), improvements in stage 1 acknowledgements have taken place in 2025/26 alongside other actions to improve complaints performance, including recording learning from complaints and staff system training as part of the Complaints Handling Improvement Project (CHIP). This has resulted in a significant rise in the percentage on time at stage 1 in the first three quarters of 2025/26. A recent complaints internal audit also showed satisfactory assurance, finding clear evidence of service improvement.
- 3.24. The complaints response on time metrics fell substantially in the last quarter. There has been a marked increase in complaint volumes in 2026, placing additional pressure on existing workflows and capacity across services, impacting the time taken to acknowledge complaints during the response process. Further pressure has also arisen from a simultaneous increase in enquiries casework. While performance during this period is disappointing, actions are already in progress to address the underlying issues and strengthen resilience going forward, such as cross service work to improve first contact resolution.
- 3.25. Satisfaction with complaints handling remains low compared with the rest of the perception TSMs, though this is not unique to the Council as demonstrated by the Housemark satisfaction figure of 26%.

3.26. The leading reason for a complaint continues to be related to repairs, with the top classification at stage 1 and stage 2 being plumbing in the past 12 months.

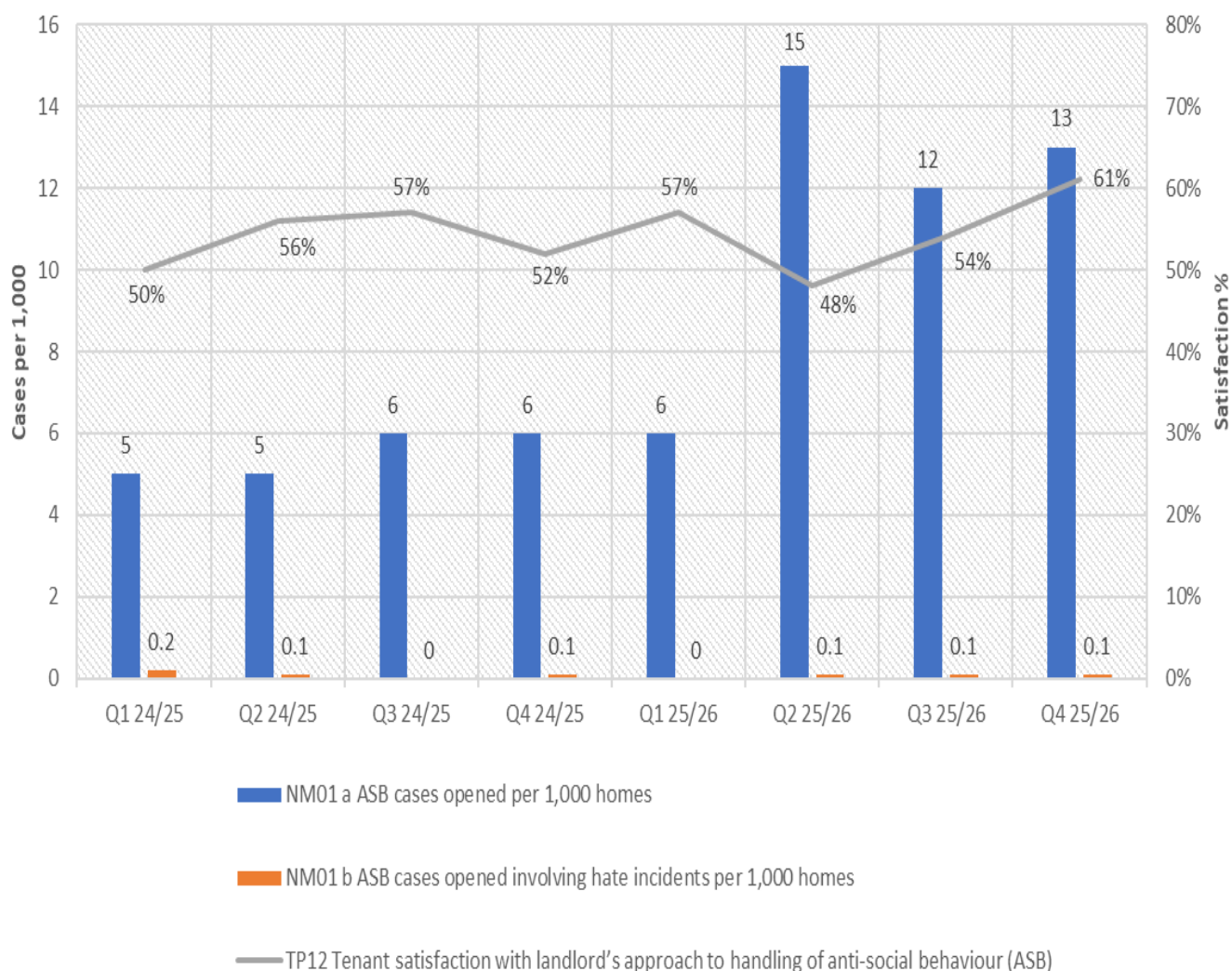
Complaints responded to on time



Antisocial behaviour

Metric	Description	HM 24/25	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
NM01 a	ASB cases opened per 1,000 homes	24	5	5	6	6	6	15	12	13
NM01 b	ASB cases opened involving hate incidents per 1,000 homes	0.7	0.2	0.1	0	0.1	0	0.1	0.1	0.1

- 3.27. Satisfaction from tenants on the landlord’s approach to handling ASB has continued to rise in the past six months, with an increase of 13 percentage points in the past two quarters, not only returning closer to previous satisfaction levels after the fall to 48% in Q2 2025/26 but also in Q4 recording its highest satisfaction for a quarter since the beginning of the TSMs in 2023/24.
- 3.28. However, there has been a rising volume of cases for ASB in the past three quarters, with a significant increase (150% from Q1 to Q2 2025/26) in the cases opened per 1,000 homes. The increase has been tied to the Residents Portal and issues identified following its launch where residents were logging additional incidents as a new case instead of an update to an existing case.
- 3.29. The ASB team attended a community day on 19 March 2026 organised by Community Safety to increase visibility of the team and work, and also had stands at the Repairs Open Days in April and May 2026.
- 3.30. The TSMs on the number of ASB cases received only reflects cases received from tenants, therefore does not comprise all cases received by the ASB team.
- 3.31. The graph shows the number of ASB cases received per quarter (bars), alongside tenant satisfaction with the approach to handling of ASB (line).



4. Call performance

4.1. Alongside the TSMs, the table below provides a quarterly breakdown for telephone call performance for the Housing directorate (regarding the Q4 2025/26 figure of 6,839 for the number of all abandoned inbound customer-facing calls, 2,467 (36%) were for Landlord Services, 2,301 (34%) were for Repairs and 2,071 (30%) were for Housing Strategy):

Description	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Average customer-facing call waiting time - repairs (minutes)	16.9	14.7	14.6	15.7	6.0	6.0	4.8	3.6
Average customer-facing call waiting time - landlord services excl. repairs (minutes)	5.8	3.2	4.8	5.1	8.2	4.6	5.0	4.2
Average customer-facing call waiting time - housing strategy (minutes)	4.4	5.6	5.5	5.8	5.1	8.0	5.6	5.8
% of customer-facing calls answered	76%	78%	79%	76%	79%	79%	82%	83%
Number of all abandoned inbound customer-facing calls	12,302	10,602	10,066	11,652	10,195	8,210	7,127	6,839

Learning from complaints case studies

Income and Support

The complaint

The team received a complaint from a resident because they not been informed they had been awarded money from the Household Support Fund and was therefore confused about their rent account balance.

Learning identified/Action taken

Keeping residents up to date – The team have now created a standard letter template on the Housing Management System to ensure it is easy for officers to create and send a letter each time an award is given.

Repairs (1)

The complaint

On 10th March 2026, the resident reported that water was not draining away from the wet room when using the shower. Multiple attendances followed by both contractors and DLO operatives. Different trades repeatedly assessed the issue, with responsibility passing between drainage and electrical teams. Despite the drainage pump being renewed, the issue persisted.

Action taken

In total, nine work orders were raised and attended by plumbers and electricians. The problem was ultimately resolved on 2 April 2026 when an electrician re checked the pump, cleared an obstruction from the pipework, and installed a non-return valve. Following this visit, the resident confirmed that no further issues had occurred.

What Went Wrong –

- The diagnosis was inconsistent, with operatives attributing the issue alternately to drainage blockages and electrical faults.
- Works were carried out reactively and sequentially rather than holistically.

- The repeated visits caused avoidable inconvenience to the resident and delayed resolution.

Service Improvement Action –

- Introduce earlier escalation and joint diagnostics for repeat repairs involving multiple trades.
- Strengthen decision making at the point of repeat failure to prevent issues being passed between teams.

Learning identified

First time fix should be prioritised wherever possible, particularly for repeat or complex repairs.

Joint or coordinated attendances between relevant trades (e.g. electrician and plumber/drainage contractor) should be arranged earlier to ensure all potential causes are assessed and resolved together.

Greater consideration must be given to the resident experience, as multiple visits without resolution increases frustration and the risk of complaints.

Repairs (2)

The complaint

This case relates to a communal window repair that was originally raised in January 2025 and assigned to a contractor. The repair was not attended at the time and remained outstanding until a resident from the block submitted a formal complaint. The delay was caused by an internal administrative oversight by the contractor, resulting in the work order not being actioned as expected.

Action taken

What Went Wrong –

- The contractor failed to attend the original repair due to an internal administrative error.
- There was insufficient internal monitoring to identify that the work order had not been acknowledged or scheduled.

- Follow up and escalation checks were not carried out, allowing the repair to remain unresolved for an extended period.

Service Improvement Action –

- Improve monitoring of contractor work orders to ensure all assigned repairs are acknowledged and scheduled.
- Introduce routine checks on outstanding repairs to identify non-attendance early and escalate where necessary.
- Strengthen contractor performance management to prevent similar delays in future.

Learning identified

This case highlights the importance of robust administrative controls when assigning repair tasks to contractors. All work orders must be clearly acknowledged, scheduled, and actively tracked.

Stronger performance oversight and verification processes are required to ensure contractors act on instructions promptly.

The length of time the communal window remained unrepaired demonstrates the need to strengthen follow up and escalation procedures, particularly for communal repairs.

Regular progress checks would have allowed the lack of contractor attendance to be identified and addressed much earlier, reducing inconvenience to residents.

Repairs (3)

The complaint

The resident reported water leaking and gushing from beneath the kitchen sink when the sink was in use. The issue was first raised as an emergency out of hours repair on 7 February 2026. It is unclear whether the contractor attended at that time, and their report two days later recorded no access.

On 9 February 2026, the repair was raised again as an emergency by the daytime team. Following intervention by a team leader, the emergency repair was cancelled and re raised as a routine repair, with an appointment scheduled for 27 February 2026 (18 days later).

This would have left the resident unable to safely use their kitchen sink, as doing so caused flooding within the property and leakage to the flat below.

Action taken

The repair was subsequently raised again as an emergency on 10 February 2026. An operative attended and completed a temporary repair to a corroded copper pipe. A permanent repair was later completed on 13 March 2026.

What Went Wrong –

- The classification of the repair was inconsistent, with the emergency status cancelled despite an ongoing risk of flooding and damage.
- The decision to downgrade the repair to routine was not clearly explained or justified to the resident.
- The resident was not contacted to explain the cancellation or to apologise for the error.
- There was insufficient assessment at the point of first contact to correctly determine whether the issue met emergency repair criteria.

Service Improvement Action –

- Reinforce emergency repair criteria and decision-making guidance for call handlers and team leaders.
- Improve quality checks before cancelling emergency repairs to ensure resident risk and impact are fully considered.
- Ensure mandatory call backs to residents when emergencies are cancelled or reclassified, to explain decisions and manage expectations.

Learning identified

Emergency repairs must be clearly defined and consistently applied. Emergencies are intended to address an immediate risk to life or limb or prevent extensive damage to the property.

Where a repair is not accepted as an emergency, this decision must be clearly explained to the resident, with reasons provided.

If a repair does not meet emergency criteria, consideration must be given to whether it should be treated as urgent, rather than defaulting to routine timescales.

Call handlers need to be better supported and trained to accurately determine emergency repairs during the initial call, reducing the need for later cancellations.

Where an emergency repair is cancelled or rebooked due to an internal error, the resident must be contacted promptly, the mistake explained, and an apology offered.

Housing and Communities (summary of multiple complaints)

These will be discussed as part of the team's lessons learned in their team meeting.

Anti-social behaviour (ASB)

This was about an ASB case. Whilst there was lots of good work carried out in the investigation there was no formal record of a risk assessment or action plan. Both of these are required in the policy.

Rough sleepers

There was a delay in responding to the complainant after a report of rough sleepers, and they had to chase for a response.

Nuisance

Partially upheld. The complainant reported nuisance back in 2023, some work was done but no notes or formal nuisance case was logged at the time which should have been.