



Service & Performance Panel (SPP)
Thursday 11 June 2026
Catford Civic Suite/ Teams meeting (hybrid)

Attending

- **SPP members**
N: Nigel B (Chair)
T: Theresa
G: Gosia
- **Lewisham Council Housing Staff**
CH- Clare Hopkins (Head of Housing & Communities)
NP- Nidhi Patil (Housing Policy & Partnerships Manager)
AES- Alys Exley-Smith (Community Relations Manager)
LK- Lisa Keating (Director of Housing Resident Engagement)
JD- Jon Davis (Head of Building Safety)
DC- Dean Cooper (Repairs)
KO- Kemi Ojutalayo (Head of Stock Investment & Asset Management)
KS- Kaye Sene (Community Relations Officer)
- **Councillor**
Cllr Natalie Thomas (Cabinet Member for Housing)
- **Apologies**
Keith
Kevin
Lesley

Item ref	Item
1.	Welcome and introductions
1.1	N (Chair) opened the meeting, welcomed attendees including Cllr Natalie Thomas, and introductions were made.
1.2	The role of the Panel was reiterated as providing (within the context of the RSH Consumer Standards) resident led assurance on performance, safety and accountability within housing services.
2.	Minutes and action log
2.1	Previous minutes were agreed as an accurate record.
2.2	Several actions remain open due to changes in staffing and were carried forward.
2.3	Portal improvements action closed (housing officer details added, portal improved).

2.4	Temporary accommodation engagement remains outside current scope but under consideration for future inclusion.
2.5	Several actions linked to new Director responsibilities carried forward.
3.	Building safety update
3.1	JD presented, including details of the new process introduced to capture and track engagement data and outcomes.
3.2	JD highlighted that residents often raise wider housing issues (repairs, rents) during safety engagement, requiring cross-team working and follow-up. The Panel noted the positive feedback received about the approach of the Building Safety Engagement officer in this context.
3.3	
3.4	
3.5	Building safety communication includes newsletters, drop-ins, and resident panel activity. The panel requested clearer, more accessible formats (e.g. visual/short-form communication) with a focus on the need to improve understanding of: - Evacuation strategies - Who to contact for safety issues The Panel emphasised the importance of: • Accessible communication • Stronger links with Community Relations • Reporting measurable impact for residents of engagement and changes made as a result of it.
4.	Policy update- code of conduct and competence standard
4.1	NP presented on the Code of Conduct co-designed with residents through workshops (approx. 14–16 attendees per session). She highlighted that the process and training will be aligned with the staff appraisal process and training
4.2	There was positive feedback from residents on the approach by NP and the CRT to this workstream. Positive feedback was also given on the content. Some of the core themes raised include: • Respect and empathy • Communication • Accountability • Transparency • Resident-focused service • Strong link made between complaints and behaviour standards
4.3	Residents highlighted the need for: • Clear consequences for poor conduct • Measurable outcomes to evidence impact • Consistency in staff behaviour
4.4	There will be further consultation via a survey and webinar (July). Then progression through governance to Mayor & Cabinet.
4.5	

	NB agreed to share with NP information from the SSHSC (Stop Social Housing Stigma Campaign) who have also been working on key 'Asks' from Landlords, especially around staff 'Conduct'
5.	Performance (TSMs & Service Performance)
5.1	LK presented and informed the panel that 11 out of 12 TSMs improved year-on-year, but performance remains in the bottom quartile and not where the regulator would want us to be. Panel noted the ongoing challenges in 'shifting the dial' on performance and in particular on resident perception of service improvement.
5.2	Strengths include are high safety compliance (gas, fire, asbestos etc.), and keeping residents informed is in top quartile - Repairs experience remains a major issue - Complaint satisfaction remains low - Resident trust gap between actual performance and perception
5.3	Key themes identified included: - Communication is critical driver of dissatisfaction - Demand pressures (complaints, ASB, service requests) impacting delivery - Need to demonstrate "learning from complaints"
6.	Repairs update
6.1	DC presented he highlighted key developments in repairs including: - Repairs restructure to improve accountability and quality focus - Implementation of Total Mobile system improving tracking and efficiency - Increased use of resident feedback to drive service improvements
6.2	Progress has been made on: - Faster response times for standard repairs - The ongoing backlog of complex repairs impacting complaints
6.3	Issues raised by residents included: - Lack of integration between systems (repairs vs complaints systems) - Communication clarity (use of jargon such as 'work orders') - Resident experience of out-of-hours emergency repairs - It is unclear as to how Total Mobile is improving <i>outcomes for residents</i> as opposed to processes for staff.
7,	Asset Management / Major Works
7.1	KO presented, highlighting the key points: - Ongoing delivery of capital works programmes - Use of interim resource to support staffing gaps - Improved stock condition data and planning
7.2	Challenges within the service include: - Rising material costs - Access issues to properties - Leaseholder concerns regarding costs
7.3	The panel highlighted the: Need for clearer timelines and costs for residents

	• Importance of regularly and accessibly communicating with residents about works underway • Request for more visibility of work being done
7.4	Clarification was provided by DC following a query from T that street properties form part of programmes (e.g. standalone windows programme).
8.	Forward plan
8.1	• Performance • PFI insourcing - specifically process for welcoming residents back and involving in the RE framework. • Communications: A comms plan that picks up the impact of internal comms issues and their impact on residents. Making Collective external comms more accessible and inclusive of information residents want to know as well as need to know. Individual comms relating to specific resident comms being respectful, appropriate and aligned to other issues within Housing and the Council more generally. • RRP - new report? • How SPP relates to Housing Select and engagement with Cabinet member • Complaints performance • Gillian - regulatory intervention and inspection update. • SIAM plan - including street properties • Communications to residents - focus on non-digitally engaged residents and service standards • How the Council as a Landlord can evidence the impact of resident engagement.
9.	Any Other Business
9.1	Thanks from the panel was recorded to Dean Cooper (DC) for his contribution ahead of his departure from Lewisham housing services.
10.	Close

Additions to action log from meeting:

Review and refresh SPP work programme to align with Housing Select, Mayor & Cabinet, and regulatory expectations.	SPP/ Alys Exley-Smith	01/09/2026
Share Building Safety Panel minutes with SPP	Jon Davis	01/09/2026
Provide thematic analysis of resident feedback (from inquiry forms) in future Building Safety update reports.	Jon Davis	01/09/2026
Explore consistent approach to feedback reporting across high-rise and lower-rise buildings that are not a HRRB	Jon Davis/ Charles Brown	01/09/2026
Review out-of-hours emergency repairs scripting and review resident feedback on their experience	Rebecca Sandhu	01/09/2026
Review wording of Total Mobile resident messages to improve clarity and remove jargon.	Rebecca Sandhu	01/09/2026
Provide visual/accessible outline of repairs structure (organogram or process map).	Rebecca Sandhu	01/09/2026

Report on how learning from complaints is embedded across the repairs service.	Rebecca Sandhu	01/09/2026
Provide future report on plans and priorities for street properties.	Kemi Ojutalayo	01/09/2026
NB to provide information on the 'Stop Social Housing Stigma' campaign to NP	Nigel Bowness	Completed