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Lewisham Council Housing Service

Service and Performance Panel- 12 March 2026 (6.30pm-8pm)

To be held at: Civic suite, Catford Road, Catford, SE6 4RU

Agenda

1	Welcome and introductions	Chair (Nigel Bowness)	Verbal
2	Minutes and Action log	Chair (Nigel Bowness)	Paper
3	Update on Regulatory notice and Housing Ombudsman investigation	Director of Resident Engagement and Services (Carol Hinvest)	Verbal
4	Performance report	Director of Resident Engagement and Services (Carol Hinvest)	Paper
5	Competence and conduct standard	Director of Resident Engagement and Services (Carol Hinvest)	Slides
6	Resident Engagement framework – first year	Community Relations Manager (Alys-Exley Smith)	Paper
7	Resident Review Panel report on Housing Officers	Head of Housing and Communities (Clare Hopkins) and Resident Review Panel	Paper
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 Review Panel – update on outstanding actions from previous reports	Head of Housing and Communities (Clare Hopkins)	Paper
2	Minutes of other panels: - Leasehold forum - Independent Living Forum - Webinar (Roadshow) recordings	Links	Hyperlinks

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.	
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: ○ 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.	
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>)	CHo
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.	
2.3.2	<i>Door entry systems — Howard House (Item 14)</i> 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. ACTION: CB to send specific update to Keith on Howard House door entry and programme status before next meeting.	CB
2.3.3	<i>Fundraising & Volunteering / Social Value</i> N: Recalled prior ask for a response on fundraising/volunteering linked to small works. 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. N: OK to bring a detailed proposal in January, but Howard House is more urgent. ACTION: Chris to table social value volunteering proposal at January meeting.	CB

2.3.4	Repairs waiting times & staffing (Item 17) 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). ACTION: Keep the item open OR embed in reporting; officers to propose how to routinely surface this data.	DC/CH
2.3.5	Improvement programme risks N: Deferred to CB for update. CB (verbal update): - 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. ACTION: CB to provide written improvement programme update at next meeting.	CB
2.3.6	Damp & Mould regulation (Item 22) N: Proposed closing item 22 due to Housing Select Committee (HSC) scrutiny in January (avoid duplication; panel can access HSC papers and deliberations). Item 22 closed (information to be followed via HSC).	
2.3.7	Stock condition survey (Item 33) 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 T raised a door entry issue, an <i>AlphaTrack</i> repair from Christmas Eve last year remains incomplete; property vulnerable for forced entry. 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 N: Asked when the update could be provided. CB: Within 5 working days. ACTION: CB to confirm and action the door entry/security repair and report to T within 5 working days.	CB
2.3.8	Resident procurement panel (Item 31) T: Asked if there is progress.	

2.3.9	CB: No progress yet; proposes CB & AES to co-design approach; likely start at a high level, develop detail over time; many procurements in pipeline; need dates and agenda. N: Suggested learning from Lewisham Homes precedent and TPAS guidance; LTF could potentially resource (skill development/incentives). ACTION: CB & AES to design approach, recruit residents, set agenda and dates; present initial plan (timeline to be agreed; January suggested for first outline). All other items agreed to close.	CB/ AES
3 3.1 3.1.1 3.1.2 3.1.3 3.1.4 3.1.5 3.1.6 3.1.7 3.1.8	Performance report N asked for highlights/lowlights; CH presented and responded to questions. Key Performance Points (as spoken): Stability: Measures largely within $\pm 5\%$ of recent quarters, “stable but fragile.” Overall tenant satisfaction: 50% satisfied (Q2), 37% dissatisfied, 13% neutral. “Very satisfied” increased 7 points (from 14% $\rightarrow$ 21%). Positive areas: - Keeping tenants informed: 66% (Q1), 65% (Q2). - Treating tenants fairly & with respect: 60% (Q1), 59% (Q2). - Home safety perception: 60% (Q1), 58% (Q2). Statistically significant changes (Q1$\rightarrow$Q2): - Home well-maintained: $\uparrow$ 7%. - Overall repair service: $\uparrow$ 4%. - Neighbourhood contribution: $\downarrow$ 4%. - Time to complete most recent repair: $\downarrow$ 5% (counter-intuitive vs overall repair service $\uparrow$). Complaints timeliness (TMS tenant measures only): - Stage 1 on-time: 93% (Q2) (recovered from 27% nadir last year). - Stage 2 on-time: 97% (Q2). - Stage 1 volume per 1,000 homes: down from 73/month (24/25) to 24 (Q2 25/26). Compliance: Lift compliance 89.2% explained by refurbishments (cannot measure during works). Repairs & Data: - WIP reduced (14,000 $\rightarrow$ 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 ($\sim$17 min $\rightarrow$ 6 min). - Calls moved to corporate contact centre.	

3.1.9	N: Recognised 'stable but fragile' pattern; noted perception metrics lag quantitative improvements; seasonal variation exists.	
3.1.10	Panel Questions & Officer Responses: G: G asked about the next steps regarding portal usability issues CH: ○ 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	G: Asked whether online repairs requests continue to 'fall into a black hole'. CH: Cannot see into the 'black hole'; only requests that successfully pass through are visible, which is another reason to replace existing repairs portal.	
3.1.12	T: ○ 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.	
3.1.13	CHo: Housing officer info exists under Property Details in portal but is not prominent; resident testing to surface it clearly on front page. CH: ○ 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. NP: Will publish communications on "how to find your housing officer" via portal/website/newsletter. ACTION: • 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
4.	Resident engagement in policy development	

4.1	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.	NP
4.2	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.	
4.2.1	NP agreed: ○ 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.	
4.3	DH: Clarified CCTV objectives and procedure (e.g. writing to residents in affected areas; strengthening clarity for residents).	
4.4	T & G: Welcomed We asked / You said / We did addition, feeling it’s inclusive and contextual.	
4.5	NP: Upcoming consultations for Vulnerable Residents Policy (major refresh) and Tenancy Strategy (new strategy); will consult widely and feedback at March 2026 SPP. ACTION: • 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.	
5	Home checks pilot	
5.1	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.	
5.2	N praised the planned post visit resident feedback to learn and improve.	
5.3	K expressed apprehension about the visit (privacy, perceived judgement; queries about frequency-aim is every five years but current pace requires extra resource).	
	T shared anxiety and cited a real case of Occupational Therapist recommending	

5.4	a wider bath for equipment; resident is being made to chase Repairs; process felt circular and burdensome.	
5.5	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).	
5.6	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. ACTION: • 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.	CHo DC
6	Building safety resident engagement update	
6.1	Building Safety - CB (standing in for David Irvine (DI))	
6.2	CB apologised for presenter absence; gave highlights: ○ First two Building Safety Cases (Eddystone & Daubeney) approved by the Building Safety Regulator (BSR)- 'full confidence' in Council's management. ○ 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).	
6.3	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).	
6.4	CB: ○ 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. ACTION: • Building Safety Team/SIAM to improve communications with block reps on works progress, quality issues (e.g., dry riser cupboards) and	CB/ JD

	commitments. Major works team (contract manager for Mulalley) to follow up with Keith on specific quality and community commitments.	
7	Forward Plan	
7.1	March meeting to cover: - Performance review. - Resident Engagement Framework reflections. - Complaints transformation progress. - Resident Review Panel report. - Timeline for major service and policy changes (including preparations for regent of B3 stock transition.)	
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 and closed the meeting at 20:20.	

Follow on email sent from Chris Brown (5/12/ 2026) with action points

Apologies to you all, Nigel and the Service and Performance panel for last night's preparation and attendance:

- Going forward reminders for action logs will be diarised and deadline met
- I will complete with relevant Q&I heads the outstandings actions (various)
- As some action relate to members blocks or properties please can I have the addresses – (for example T's)
- 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 will have a deputy to stand in if there are risks in my own attendance or ability to contribute.

1. Overview			
Title	Service and Performance Panel – Tenant Satisfaction Measures (TSMs) 2025/26 Q3		
Report date	12/03/2026	Last reported date	04/12/2025

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 Q3/December 2025 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 December 2025, compared to last year. The figures are for Lewisham Council tenants only and not weighted to account for the TMO/PFI properties, as 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 year-end figures reported to the RSH.
3.2.	When comparing the latest quarterly satisfaction (Q3 2025/26) with the equivalent quarter from the previous year (Q3 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 51% compared to tenants who were dissatisfied at 37%, with 13% (when rounded) neither one nor the other. Of the 51% satisfied, a greater proportion were fairly satisfied (31%) as opposed to very satisfied (20%), but the percentage very satisfied has risen in the past quarter (29% in Q2 2025/26).
3.4.	The highest levels of satisfaction so far in 2025/26 are for that the landlord keeps tenants informed about things that matter to them (67% year-to-date (YTD) figure for 2025/26), that their home is safe (60% YTD), that their landlord keeps communal areas clean and well maintained (60% YTD) and that their landlord makes a positive contribution to the neighbourhood (60% YTD).
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 seven quarters, and four metrics recorded their highest or joint-highest satisfaction for a quarter since the beginning of the TSMs in 2023/24 (approach to complaints handling, listens to views and acts upon them, time taken to complete most recent repair and positive contribution to the neighbourhood).

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

- 3.6. For year-to-date satisfaction in 2025/26 compared to the overall figures for 2024/25 (from the quarterly surveys, excluding TMO/PFI), ten of the twelve satisfaction metrics have higher figures in 2025/26 so far. Of the two metrics that are not higher in 2025/26, one metric is lower by one percentage point (tenant satisfaction with landlord’s approach to handling of ASB) and the other has the same percentage when rounded (agreement that the landlord treats tenants fairly and with respect).
- 3.7. Of the changes in satisfaction between Q2 2025/26 and Q3 2025/26, some statistically significant examples include tenant satisfaction that their landlord makes a positive contribution to the neighbourhood (+11%), satisfaction with the time taken to complete the most recent repair (+8%), satisfaction that their landlord listens to their views and acts upon them (+6%), satisfaction that the landlord keeps tenants informed about things that matter to them (+6%), satisfaction with the landlord's approach to complaints handling (+6%) and satisfaction with the landlord’s approach to the handling of ASB (+6%).

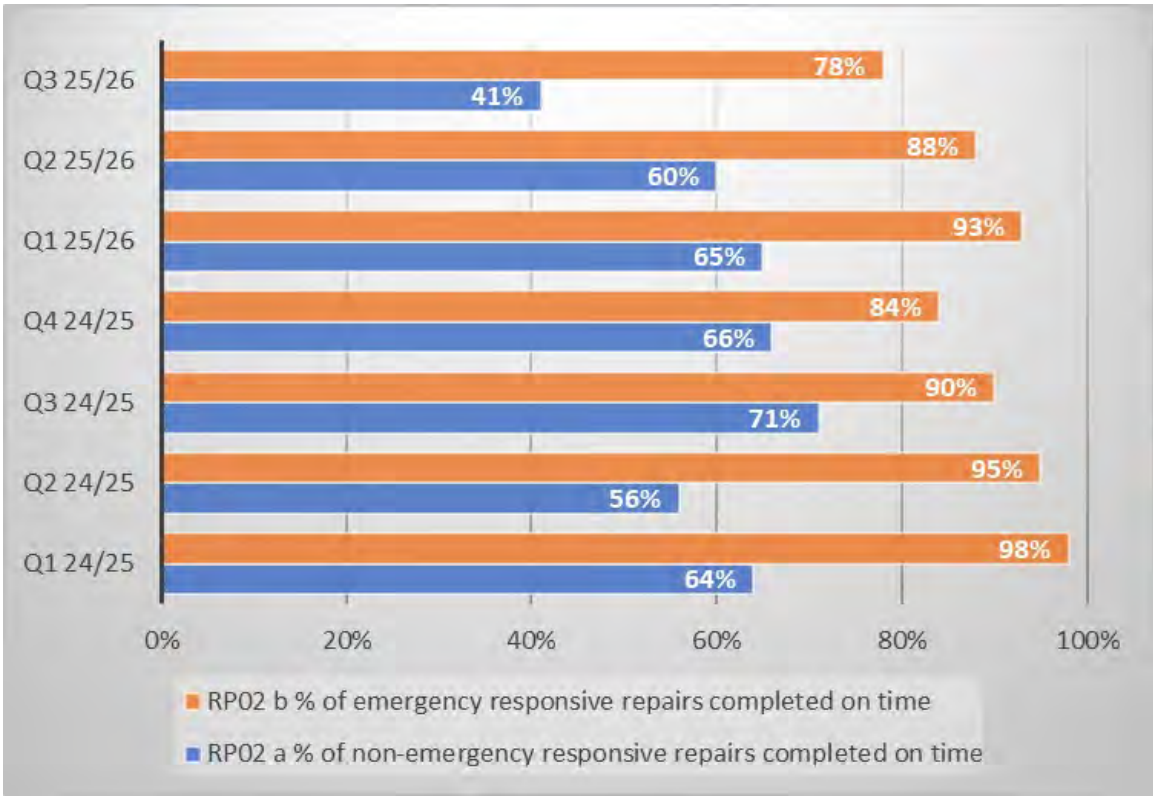
3.8. When compared to the previous quarter nine of the twelve metrics improved in satisfaction in Q3 2025/26, with only tenant satisfaction that their home is well maintained (-3%), agreement that the landlord treats tenants fairly and with respect (-3%) and satisfaction with the landlord's overall repairs service (-1%) falling in satisfaction. Moreover, when compared to the start of 2024/25 in Q1, every metric has recorded higher satisfaction in Q3 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
RP02 a	% of non-emergency responsive repairs completed on time	83%	64%	56%	71%	66%	65%	60%	41%
RP02 b	% of emergency responsive repairs completed on time	94%	98%	95%	90%	84%	93%	88%	78%

- 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 before falling in the past quarter. The service is working to cleanse data, in particular inaccuracies within the ICT system relating to work closure dates. Following cleansing the service anticipates the recalculation will adjust performance upwards. The figures in 2025/26 for the percentage of emergency responsive repairs completed on time have risen following data cleansing work which has taken place on the 2025/26 data from April 2025 to November 2025.
- 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. KPI dashboards are now fully operational, giving teams clear insight into performance and enabling quicker decision-making. The service has also taken proactive steps to address data quality issues, particularly around work closure dates, which will support more accurate reporting going forward.
- 3.13. These improvements have strengthened the foundations for better scheduling and operational efficiency, and early signs show that the new processes are starting to embed well across teams. This progress positions us strongly to deliver further enhancements and move closer to service targets.
- 3.14. The immediate focus is on embedding Total Mobile into everyday workflows and ensuring that staff are confident in using its features effectively. Training sessions will continue to reinforce best practices and improve accuracy in scheduling and job management. We will maintain close monitoring of KPI dashboards to track adoption and intervene promptly where issues arise.
- 3.15. Data cleansing will remain a priority to improve reporting accuracy and ensure that performance reflects actual progress. Regular engagement with teams will help identify challenges early and maintain momentum as the system becomes fully integrated. These actions will strengthen operational control and position the service to deliver sustained improvements in efficiency and

customer experience.



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 December 2025, there are 2,583 WIP (52% of the total) with the direct labour organisation (DLO) and 2,424 (48%) 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
Number of Responsive Repairs Works in Progress (WIP)	14,346	7,443	9,645	8,359	10,501	8,334	5,007
Appointments made and kept (DLO only)	85%	87%	84%	89%	89%	89%	86%
Average number of calendar days to complete responsive repairs (DLO and Contractors)	25	57	24	29	28	32	68

Health and safety compliance

- 3.17. The percentage of homes for which all required Fire Risk Assessments have been carried out is on target at 100%, but as at Q3 2025/26 the other four compliance metrics are below 100% compliance.
- 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. In addition, as at Q3 2025/26, a delay in the upload of certifications has resulted in a fall in the gas compliance figure. These certifications have since been uploaded.
- 3.19. For asbestos as at Q3 2025/26, one report is awaiting upload but the inspection was carried out within compliance frequency. For water, documentation upload has impacted on the compliance

figure.

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

** Includes TMOs

3.20. Following the contractor issues from 2023/24 into 2024/25, communal passenger lift compliance has been close to or above 90% in the past four 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.

3.21. As at Q3 2025/26, there are three newly refurbished lifts where a LOLER inspection will not take place until January 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
CH01a	Number of stage 1 complaints received in month per 1,000 homes*	73	24	20	28	29	22	27	24
CH01b	Number of stage 2 complaints received in period per 1,000 homes*	17	6.3	5.2	8.0	9.9	7.8	7.1	6.6
CH02a	% of Stage 1 complaints responded to on time*	69%	29%	27%	36%	39%	86%	91%	90%
CH02b	% of Stage 2 complaints responded to on time* (acknowledgement to response for 2025/26)	67%	68%	80%	74%	69%	93%	92%	94%

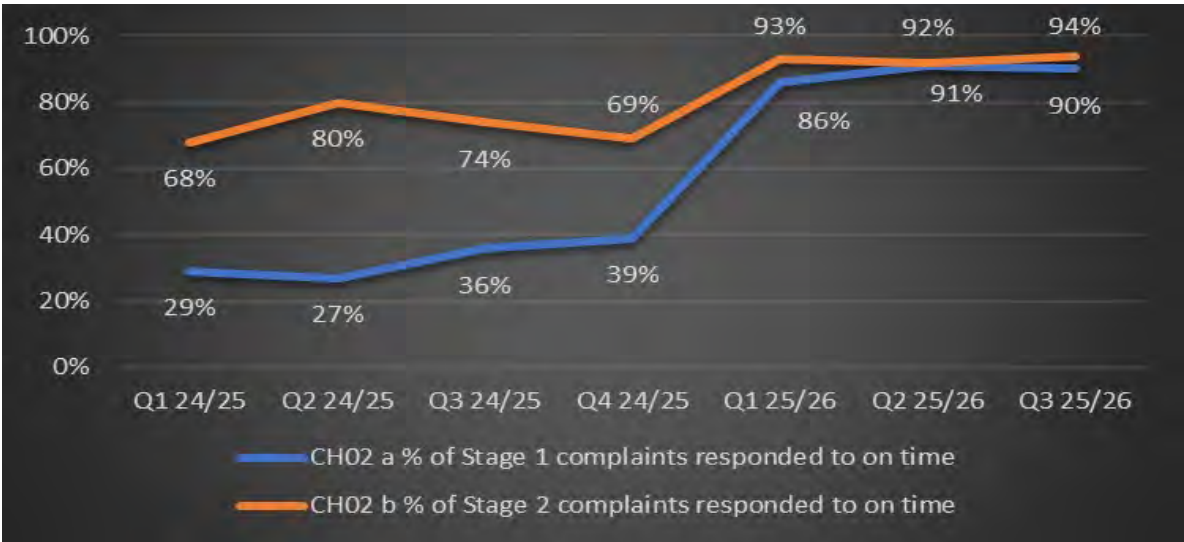
*Includes PFI

- 3.22. 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.
- 3.23. The number of complaints received at stage 1 has fallen in the third quarter of 2025/26 when compared to the previous quarter, with the highest number of stage 1 complaints received recorded in the second quarter, and far higher than in the equivalent quarter from 2024/25. However, when the first three quarters of 2025/26 are compared to the equivalent quarters from a year ago, the total number of stage 1 cases received per 1,000 is only slightly higher (73 compared with 72).
- 3.24. 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.
- 3.25. The percentage of stage 2 complaints responded to on time for 2025/26 is currently measuring from the date acknowledged to the response date from the iCasework complaints system. The metric is excluding the time from the stage 2 date received to acknowledged whilst Civica (the company behind iCasework) address a system issue on the received date functionality.
- 3.26. There has been an increase in the number of stage 2 cases received per 1,000 in 2025/26 compared with the first two quarters of 2024/25, with the difference more significant at stage 2 given the lower number of cases received at stage 2 compared to stage 1. However, there was

a fall in the last quarter in the number of stage 2 complaints received, which is also lower than the equivalent quarter from 2024/25.

- 3.27. 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%. Moreover, complaints TSM satisfaction has risen during the quarterly surveys in 2025/26, with a figure of 31% recorded in Q3 2025/26, the highest quarterly figure for the Council since the beginning of the Tenant Satisfaction Measures in 2023/24.
- 3.28. The Housing Ombudsman (HO) released their special investigation report into the Council in October 2025. The Complaints Performance improvement plan has been updated to reflect feedback from the HO and allow us to monitor progress against their recommendations. The three-month period of monitoring of the investigation recommendations has now been completed.
- 3.29. 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



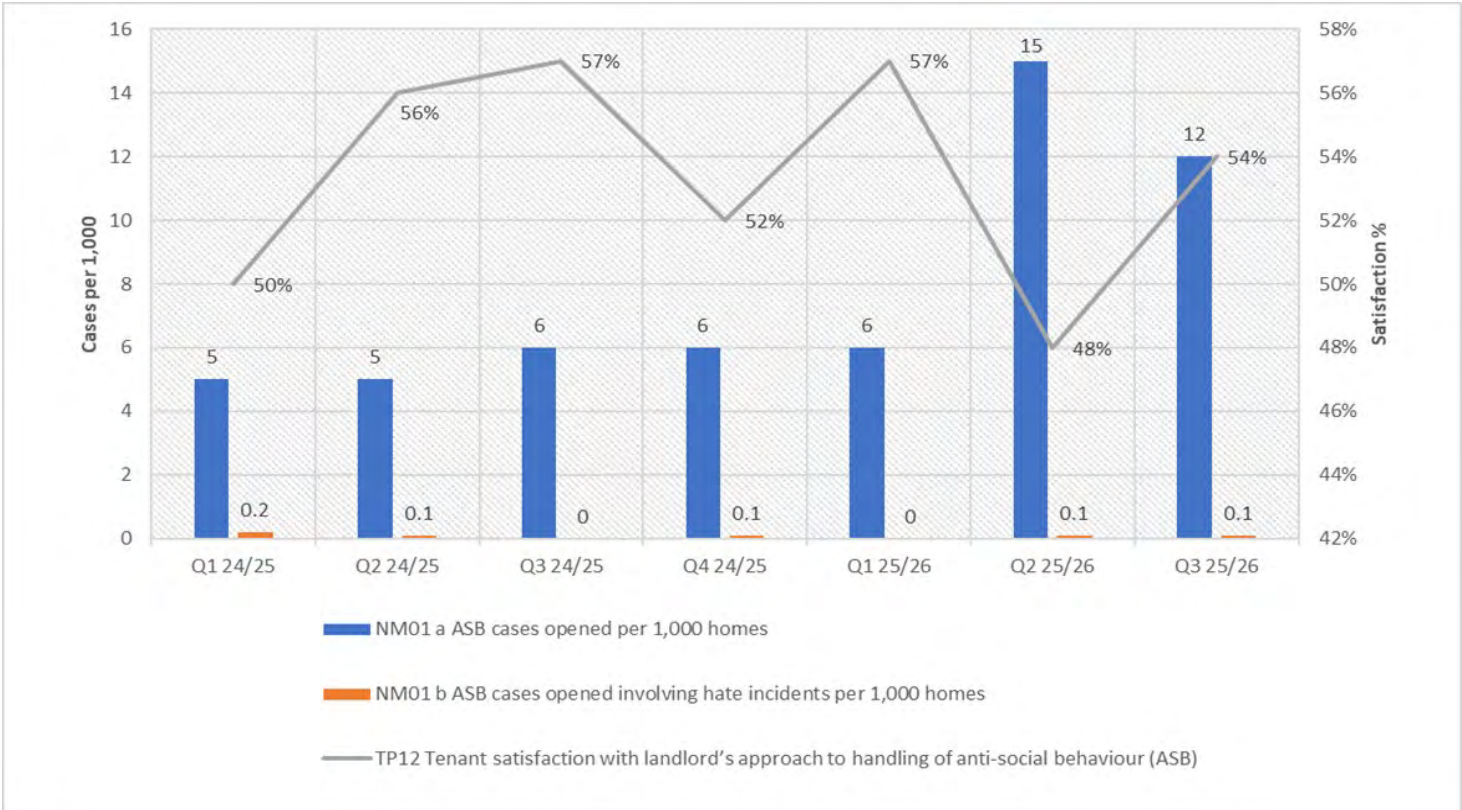
Antisocial behaviour

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
NM01 a	ASB cases opened per 1,000 homes	24	5	5	6	6	6	15	12
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

- 3.30. Satisfaction from tenants on the landlord’s approach to handling ASB has risen by six percentage points in the last quarter, returning closer to previous satisfaction levels after the fall to 48% in Q2 2025/26. There has been a rising volume of cases for ASB in the past two quarters, with a significant increase (150% from Q1 to Q2 2025/26) in the cases opened per 1,000 homes.
- 3.31. Progress has been made on changes to the Residents Portal. This will start to address the issues identified following its launch where residents were logging additional incidents as a new

case instead of an update to an existing case. Residents now receive a confirmation with a case number, and information about how to report additional incidents for the same case. The website page has also been updated.

- 3.32. 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.
- 3.33. 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

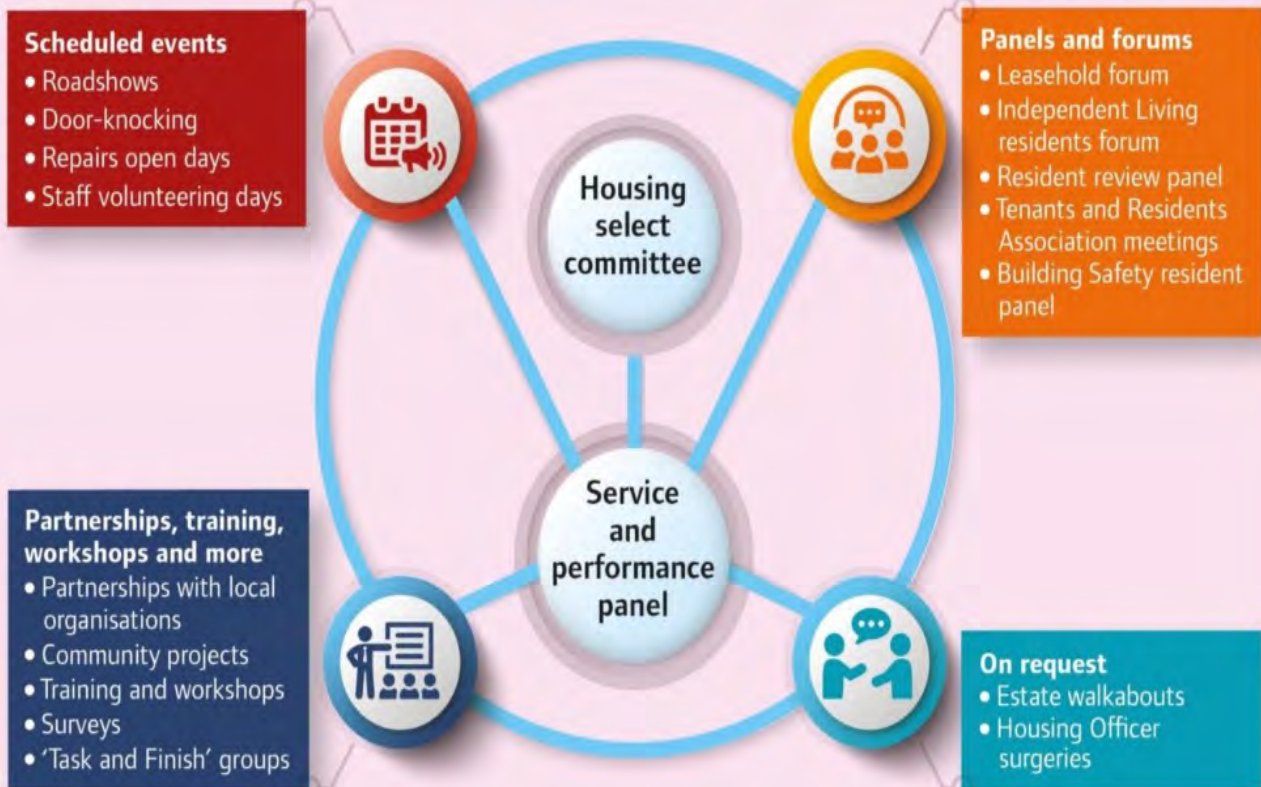
- 4.1. Alongside the TSMs, the table below provides a quarterly breakdown for telephone call performance for the Housing directorate (regarding the Q3 2025/26 figure of 7,127 for the number of all abandoned inbound customer-facing calls, 2,747 (39%) were for Landlord Services, 2,473 (35%) were for Repairs and 1,907 (27%) 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
Average customer-facing call waiting time - repairs (minutes)	16.9	14.7	14.6	15.7	6.0	6.0	4.8
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
Average customer-facing call waiting time - housing strategy (minutes)	4.4	5.6	5.5	5.8	5.1	8.0	5.6
% of customer-facing calls answered	76%	78%	79%	76%	79%	79%	82%
Number of all abandoned inbound customer-facing calls	12,302	10,602	10,066	11,652	10,195	8,210	7,127



Lewisham

Engagement framework



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A year on from implementing the Resident Engagement Strategy & Framework (2025–2028)

Achievements and impact (March 2025-March 2026)



Over the past year, Lewisham Council Housing Services has delivered a wide-ranging, resident centred programme of engagement, community activity, and support, reflecting the ambitions and values of the Resident Engagement Framework (2025–2028).

Across estates, community centres, partnership networks, and online, the past year has demonstrated how important consistent, accessible, and meaningful engagement is to building trust and delivering excellent housing services for residents.

1. Resident events and engagement activities

Resident celebration event (19 March)

Held at Goldsmiths University, this event brought together tenants and leaseholders to:

- Thank residents involved in panels, forums, and local projects.
- Showcase the new Resident Engagement Strategy.
- Provide direct in person access to housing teams, contractors, and partners through a marketplace.
- Celebrate resident contributions with an awards ceremony presented by the Mayor (Brenda Dacres)



Roadshows

Roadshows continue to be a core method for improving transparency, sharing updates, and resolving issues.

Virtual and in person roadshows included:

- Virtual roadshow (12 February 2025), focused on waste management and the stock condition survey.
- Honor Oak roadshow (20 May), a large inperson event with multiple council teams and partners.
- SE13 Lewisham Central in person roadshow (July), focused on street properties and listed buildings. Held at Lewisham Shopping centre on a Saturday.
- Damp & Mould focused webinar (13 November)
- Webinar/ roadshow (19 November), attended by over 80 residents; included updates on the mock inspection, ombudsman, stock condition survey, and resident portal.

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- Webinar/ roadshow (12 February 2026), attended by over 80 residents; included updates on gas compliance contract management, and the repairs service,

Repairs open days



Repairs open days have grown into one of the most valued forms of direct access to staff.

Events held across the year included:

- Pepys Estate (January, 2025)
- Dacres/Bampton Estates, Sydenham Centre (May)
- Kender/Somerville, New Cross (July)
- Winslade Estate, New Cross (October)
- Deptford Lounge Repairs Open Day (November)

These events provided access to:

- Repairs and maintenance teams
- Major works
- Fire & building safety
- Housing management
- Sustainability and income teams
- Community partners offering health checks



Door-knocking

Monthly door-knocking increased understanding of estate issues and gathered resident views on policies and services.

It helped us to reach residents who may not engage digitally or formally. Estates door-knocked included:

- Hillcrest estate
- Knowles Hill Crescent
- Lower Sydenham
- Dacres, Trinity and Hensford Gardens
- Woodpecker estate

Housing officer surgeries

Surgeries were held on the Pepys estate, with a new surgery established on the Winslade estate, to provide ongoing in-person access to frontline officers.



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A year on from implementing the Resident Engagement Strategy & Framework (2025–2028)

2. Panels, forums, and task groups

Panels and forums supported included:

- **Leasehold Forum.** (virtual meetings held January, March, July, September, November)
- **Independent Living Forum (ILF).** New forum set up and members recruited. Key discussions on safety, communal spaces, and service improvements
- **Resident Review Panel (RRP).** See separate full report on RRP progress.
 - Repairs complaints: 30/34 actions completed
 - Independent Living review: 20/20 actions completed
- **Building safety panel.** Ongoing recruitment and meetings with residents in high-rise blocks
- **Tenant Advisory Board (TAB).** Launched November 2025. 12 members with majority undertaking CIH Level 2 training
- **Damp & mould focus group.** Three meetings held with resident focus group



3. Community projects. and social value achievements

Community food store support

Support continued for the four resident-led food stores at:

- Feed the Hill (Achilles Street, New Cross)
- Evelyn (estate, Deptford)
- Rehoboth (Hazel Grove, Sydenham)

Support included:

- Excel and first aid training for volunteers via Ideal Boilers
- Ongoing partnerships with Action Against Hunger
- Inclusion in the borough's Food Justice Action Plan



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A year on from implementing the Resident Engagement Strategy & Framework (2025–2028)

- £18,000 of social value supporting food stores and the Bank of Things across the year.

Environmental projects and community gardens

- Gardening days at Aston Heights and Tyson Road
- Community Garden Forum (quarterly)
- Hillcrest Pond consultation (flood-prevention partnership project)
- Forest school style outdoor learning space at Bridgehouse Gardens funded by Veolia
- 'London Mural Festival' artwork at Pelican House
- Volunteer(staff) garden clearance Scheme. Staff volunteer days clearing gardens for vulnerable residents. Recently supported residents in New Cross, Deptford, and Sydenham.



'StreetGames' project (Crossfields estate)

- Continued with support from social value funding
- Regular youth engagement with positive feedback

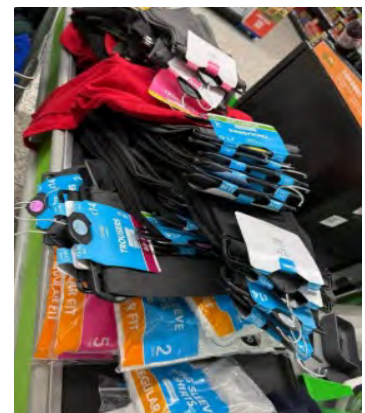
Seasonal community events

'Back to School' uniform giveaway and community BBQ (Hazel Grove)

- Over 100 residents attended
- Supported by gas contractor BSW (£500 uniform donation)
- Pre-loved uniforms from Lewisham Council staff

Independent living resident's Christmas party

- Funded through contractor social value contributions



4. Training, skills and support

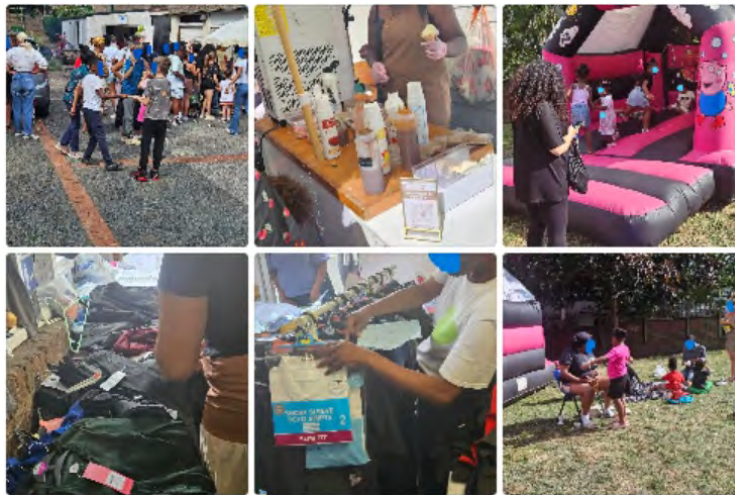


- **Fire safety training (April):** Delivered by housing's Fire Safety Team- targeted young people and care leavers.
- **Budgeting training (May):** Delivered with 'Welfare & Benefits' team, it received excellent resident feedback.
- **Tutors United**

ANNUAL RESIDENT ENGAGEMENT SUMMARY REPORT (2025- March 2026)

A year on from implementing the Resident Engagement Strategy & Framework (2025–2028)

- Free tutoring for years 5 and 6, prioritising temporary accommodation residents
 - Expanded to a second site through additional funding bids
 - **CIH qualifications**
 - Over 50 residents have expressed interest
 - CIH Level 2 offered to Tenant Advisory Board members.
- 10 tenants will begin this training in March 2026, funded by Lewisham Tenant's Fund (LTF)
- **'Fresh Life' programme**
 - Hospitality skills training for 8 residents
 - Leading to employment, work experience and further training
 - **STEM workshops (supported by 'Frankhams')**
 - Workshops for children and parents
 - Science activities and take-home experiments
 - **Free clothes mending sessions (Make Mee Studios)**
 - Delivered in libraries (North and South Lewisham)
 - Over 50 garments repaired
 - Funded through social value provided by 'LES'



5.

Communication, surveys (online sounding board) and digital engagement

- Website updated to reflect the new strategy
- 'You said, we did' updates on progress and will be shared with residents
- SMS updates for community safety events, consultations and opportunities
- Hundreds of residents engaged across a wide range of surveys including:
 - Waste management
 - EV charging
 - Play space design
 - Food growing
 - Repairs feedback
 - Annual report surveys

6. Neighbourhood investment and estate improvements

Achievements include:

- £100K NCIL funding success (for Winslade and Woodpecker estate improvements)



ANNUAL RESIDENT ENGAGEMENT SUMMARY REPORT (2025- March 2026)

A year on from implementing the Resident Engagement Strategy & Framework (2025–2028)

- Additional NCIL bids across ball courts, hostels, public realm safety, and play spaces
- Door entry system ballot at Knowles Hill Crescent
- Goodwood Road play area redesign based on resident preferences

7. Partnerships



Residents benefited from partnerships with:

- Ideal Boilers
- Veolia
- RGE Services
- Travis Perkins Managed Services
- 'Fresh Life' programme
- Make Mee Studios
- Local schools, community groups, and voluntary organisations
- Action Against Hunger
- Lewisham Local
- The National Trust
- Youth and play providers



8. Summary

Across the year, the 'Resident Engagement Framework' has delivered:

- More accessible engagement opportunities
- Greater visibility of housing services
- A wider range of community events
- Stronger partnerships driving social value
- Improved environmental, social and financial support for residents
- Empowered resident panels with real influence over services

This year shows the framework working as intended: widening participation, strengthening trust, and ensuring the voices and priorities of Lewisham residents guide service improvement.

Resident Review Panel (RRP) actions, and outcomes

Summary of achievements and influence of the RRP

The Resident Review Panel continues to play a significant role in shaping service improvements across Housing, Repairs, Voids and Independent Living.

Their recommendations have consistently resulted in changes to policy, practice, communication, culture, and joint-working, with most actions already completed and others progressing well.

The Resident Review Panel has been instrumental in:

- Raising standards
- Pushing for consistency and fairness
- Improving communication and transparency
- Supporting vulnerable residents better
- Driving cultural change within services
- Creating stronger alignment across Housing

Below is a summary of this year's achievements:

Lettings and voids (new tenants) review (2024)

The 2024 review shows strong progress, particularly on actions affecting tenant experience at sign-up, information provision, and improving culture between teams.

Major areas where RRP influence directly shaped improvements

1. New lettable standard and tenant information improvements

RRP influence:

The panel stressed the importance of transparency, including telling new tenants exactly what condition the property is in and what repairs will happen after they move in.

Achievements:

- Signed lettable standard and handover sheet now included in all sign-up packs
- This directly reflects RRP feedback from previous reviews about residents needing clarity at the start of their tenancy.

2. Clean and clear homes, Recharge and behaviour change

RRP influence:

The panel emphasised the need for stronger expectations around how tenants leave their homes, and the financial consequences where needed.

Achievements:

- Recharge procedure launched, following resident and other stakeholder engagement, and publicised across multiple channels
- Clear messaging now on the website and repeated in resident communications in response to RRP's push for better education and fairness.

3. Support for residents with no furniture

RRP Influence

The panel highlighted that many new residents move in with nothing and need support.

Achievements:

ANNUAL RESIDENT ENGAGEMENT SUMMARY REPORT (2025- March 2026)

A year on from implementing the Resident Engagement Strategy & Framework (2025–2028)

- Increase in amount available, and promotion of the resident hardship fund which is accessible to tenants who need support to buy essential items, and funded through social value.
- The Council is working with 'End Furniture Poverty', and other organisations to access funding to support residents.
- Lettings Team has embedded Lewisham Volunteer Service support details (Community Connections) into new tenant info
- Signposting to internal Welfare Benefits is now systematic where appropriate.

4. Improving staff empathy and culture

RRP influence:

Across all reviews, the panel raised that frontline interactions need to be empathetic and grounded in lived experience.

Achievements:

- Training for Housing Officers and Lettings staff on resident experience and additional support is largely complete.
- Actions to support culture change have been established and embedded.

5. Collaboration between teams

RRP influence:

The panel repeatedly highlighted silo working as a barrier to good service.

Achievements:

- Cross-service meetings are now established, even when managers are absent
- RRP's push for transparency and accountability has clearly driven improvements in how services coordinate around a void.

Completion status: New tenants (lettings/voids service) review

Category	Complete	Overdue	In Progress	Not Yet Due	Total
Lettings/Voids 2024 Review	12	3	1	4	20

- 60% of due actions are already completed.
- Overdue actions mainly relate to staff time and corporate prioritisation (e.g. training rollouts, IT system delays).

Achievements across all RRP reviews (2025)

Review	Complete	In progress	Not Complete	Not yet due	Ongoing	Outstanding	Overdue
Independent Living	12	0	0	0	7	1	0
New Residents –							
2024 review	13	1	0	4	0	0	3
Repairs complaints	25	0	0	0	7	0	0

Total completed actions across all reviews:

- Over 70 actions completed
- Major cross-cutting themes where RRP has had measurable impact

A. Strengthening of complaint handling (repairs complaints review)

- Training delivered to staff
- Quality assurance embedded in letter writing and communication.

ANNUAL RESIDENT ENGAGEMENT SUMMARY REPORT (2025- March 2026)

A year on from implementing the Resident Engagement Strategy & Framework (2025–2028)

- Learning from complaints now systematically captured and reported
- Residents involved in communication reviews

B. Independent living service review

- Majority of actions are complete, including engagement strategy, resident forums, training, refurbished schemes engagement, and policy updates.
- The Independent Living Forum launch (June 2025) is a direct outcome of RRP's recommendation for more structured engagement for independent living residents

C. Culture change and collaboration

RRP feedback about siloed working has:

- Driven more regular cross-service meetings,
- Improved IT/data sharing aspirations,
- Strengthened collaboration between teams in the housing directorate.

D. Transparency, improving communication and listening to residents

Across reviews:

- Tenant satisfaction measures now built into monitoring.
- Policies updated and published online.
- More info being shared through newsletters and resident forums.
- RRP invited to future contractor meetings.

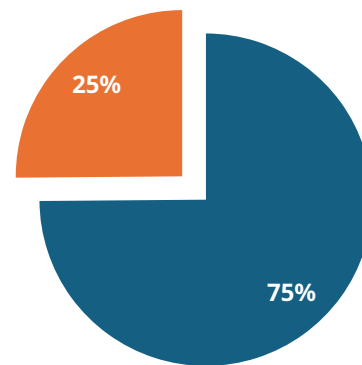
‘Resident Engagement Framework’ (REF) action list update (February 2026)

Overall progress of REF actions (2025- March 2026)

- **Total actions:** 191
- **Completed (Green):** 143 (74.9%)
- **To be completed (Actioning):** 48 (25.1%)

Action list progress (overall)

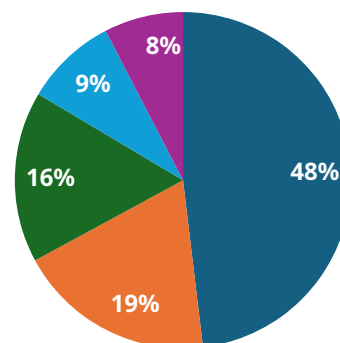
■ Completed ■ To be completed (in progress)



Actions in progress by outcome theme (RSH consumer standards)

- Transparency & influence: **38**
- H&S risk reduction: **15**
- Service reliability & estate condition: **13**
- Appearance & social value: **7**
- Training / participation / governance: **6**

actions in progress by outcome theme (RsH consumer standards)

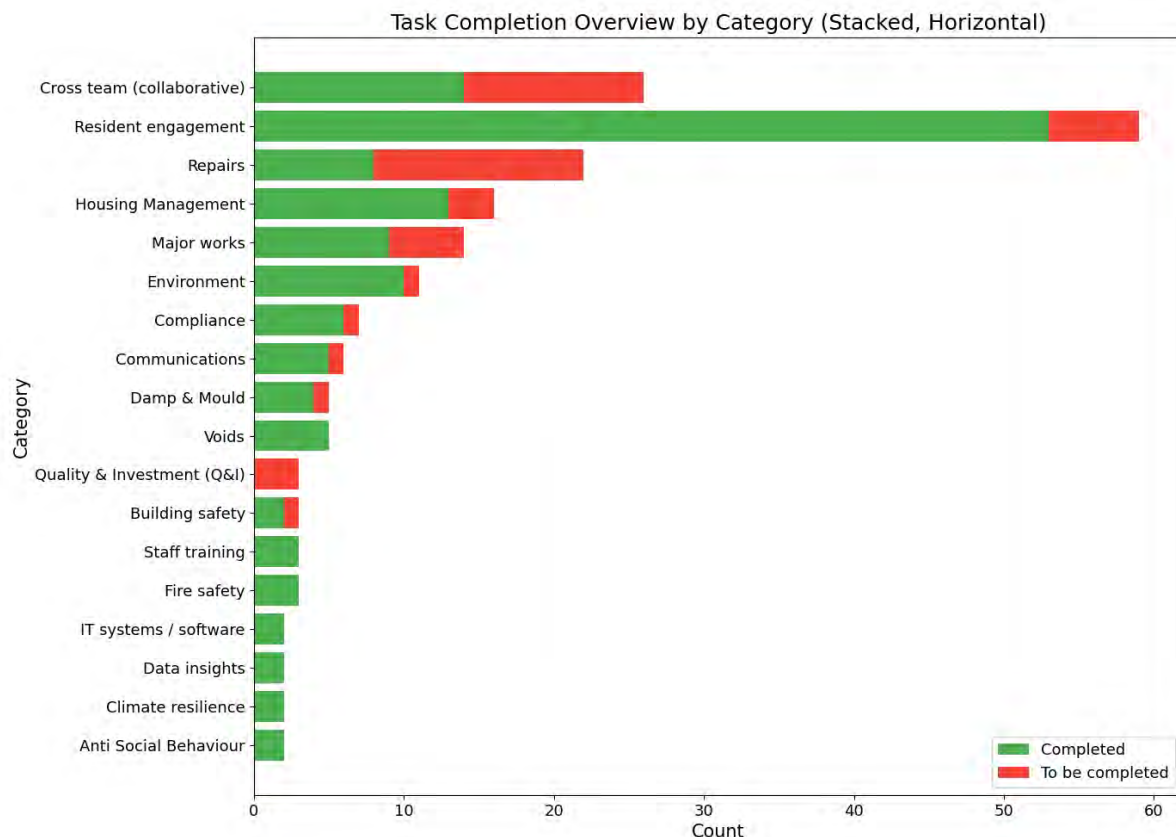


- Transparency & influence
- H&S risk reduction
- Service reliability & estate condition
- Appearance & social value
- Training / participation / governance

ANNUAL RESIDENT ENGAGEMENT SUMMARY REPORT (2025- March 2026)

A year on from implementing the Resident Engagement Strategy & Framework (2025–2028)

Where the work sits (by team)



- **Anti-Social Behaviour:** 2 completed, 0 to be completed
- **Climate resilience:** 2 completed, 0 to be completed
- **Data insights:** 2 completed, 0 to be completed
- **IT systems / software:** 2 completed, 0 to be completed
- **Fire safety:** 3 completed, 0 to be completed
- **Staff training:** 3 completed, 0 to be completed
- **Building safety:** 2 completed, 1 to be completed
- **Quality & Investment (Q&I):** 0 completed, 3 to be completed
- **Voids:** 5 completed, 0 to be completed
- **Damp & Mould:** 4 completed, 1 to be completed
- **Communications:** 5 completed, 1 to be completed
- **Compliance:** 6 completed, 1 to be completed
- **Environment:** 10 completed, 1 to be completed
- **Major works:** 9 completed, 5 to be completed
- **Housing Management:** 13 completed, 3 to be completed
- **Repairs:** 8 completed, 14 to be completed
- **Resident engagement:** 53 completed, 6 to be completed
- **Cross team (collaborative):** 14 completed, 12 to be completed

ANNUAL RESIDENT ENGAGEMENT SUMMARY REPORT (2025- March 2026)*A year on from implementing the Resident Engagement Strategy & Framework (2025–2028)***What kind of work is open (by sub-category)**

Subcategory	Completed	In action	Not yet started
Communications	29	1	1
Resident experience	22	2	0
Environment	7	2	0
Damp & Mould	7	1	0
Policy & Governance	6	3	0
IT systems and software	6	0	0
Gas Repairs & Communication	5	2	0
Fire safety	5	1	0
Community Investment Fund	5	0	0
Property condition	5	1	0
Staff training	5	0	0
Community Projects	5	1	0
Health & Safety	3	4	0
Communal spaces	3	4	0
CIH Training	3	0	0
Anti-Social Behaviour	3	1	0
Play	3	5	0
Engagement	3	0	0
Contractor management	2	3	0
Play areas	2	0	0
Sustainability	2	0	0
Garages	1	0	0
Trees	1	0	0
Planned works	1	1	0
Lifts	1	0	0
Social value	1	0	0
Leaseholders	1	0	0
Tenant & Residents Associations (TRA)	1	0	0
Independent living	1	0	0
Survey	1	3	0
Safeguarding	1	0	0
Case ownership	1	0	0
Repairs portal	1	0	0
Roofing	0	1	0
Lighting	0	4	0
Drainage	0	1	0
Door entry	0	1	0
Building safety	0	1	0
Voids / Lettings	0	2	0
Repairs	0	1	0
Heating	0	1	0

ANNUAL RESIDENT ENGAGEMENT SUMMARY REPORT (2025- March 2026)

A year on from implementing the Resident Engagement Strategy & Framework (2025–2028)

Estate based actions

Estate walkabouts are carried out on estates where requested by residents, or where a combination of challenges are impacting resident's enjoyment of their home and the environment.

The locations listed below reflect estates where estate walkabouts were carried out. The 'borough wide' actions reflect actions that relate to services received by all, or many residents.

Locations with the most outstanding actions:

- **Somerville, SE14:** 18 outstanding (10 completed)
- **All** (borough-wide items): 10 outstanding (6 completed)
- **Evelyn:** 4 outstanding
- **Vaughan Williams Close, SE8 4AW:** 4 outstanding

Next steps:

We will propose a cross-team action plan for housing teams: repairs (lighting, paving, drainage), comms, and ASB/environment actions- to clear down actions that have not progressed.

We will discuss this with the relevant residents/ TRAs and ensure good engagement and communication throughout the process.

Summary

Analysis of all categories shows strong overall progress, with most areas demonstrating high levels of completed (Green) actions and only a small number showing ongoing progress

Strengths

- Several areas have achieved 100% Green completion, including *Staff Training, IT Systems & Software, Community Investment Fund, CIH Training, Social Value, Sustainability, and Leaseholders*.
- High-volume resident-focused areas such as Resident Experience, Environment, and Damp & Mould show solid progress, with the majority of actions completed and only minimal ongoing work.

Areas requiring continued focus

- A number of estate-condition and operational subcategories have more Amber than Green, particularly Health & Safety, Communal Spaces, Lighting, Play, and Contractor Management. These typically involve multi-team dependencies or works requiring inspections, contractors, or physical interventions.
- Technical categories such as Heating, Door Entry, Roofing, and Drainage have *no Green actions yet*, signalling slower progress.

Risk areas

- Communications is the *only subcategory containing Red actions*, and also has one of the highest total action counts, indicating pressure and potential bottlenecks affecting wider transparency and resident messaging.

Overall picture

Across the framework, most activity is trending positively, with the majority of subcategories demonstrating substantial completion.

Ongoing work is concentrated in areas linked to repairs, estate condition, safety checks, and multi-team processes, which naturally require longer resolution times. Communications remains the key area where targeted improvement will have the largest impact.



Service and Performance Panel (Housing)

Summary of the annual (2025-03/2026) report for the resident engagement strategy and framework

Date: 12 March 2026

Contributors: Alys Exley-Smith, Community Relations Manager

Outline

This report accompanies a full annual report on Lewisham Council housing's resident engagement strategy and framework and summarises, evidence the impact of resident engagement activities between January 2025 and February 2026

10. Summary

- 1.1** The first full year of Lewisham Council housing's resident engagement strategy and framework has focused on putting structure around engagement (formal and informal), increasing transparency, strengthening resident voice, delivering boroughwide events, and testing measurement approaches for impact and outcomes.
- 1.2** We remain focused on:
- Transparency, influence, and accountability
 - Choice and accessibility in how residents engage
 - More diverse representation across engagement channels
 - Embedding engagement as 'everyone's responsibility' across the housing directorate
 - Aligning engagement with the 'Regulator for Social Housing (RSH)'s' Consumer Standards, which came into effect April 2024.

11. Recommendations

- 2.1** The panel notes the report and provides feedback where appropriate.

12. Policy Context

3.1 This report aligns with Lewisham's Corporate Priorities, as set out in the Council's [Corporate Strategy \(2022-2026\)](#):

- Cleaner and Greener
- A Strong Local Economy
- Quality Housing
- Children and Young People
- Safer Communities
- Open Lewisham
- Health and Wellbeing

3.2 In particular, this report is closely aligned to priority 'Quality Housing' due to the focus on engaging Council housing residents as part of the strategy, and understanding priorities we (housing) can support residents to influence.

13. Background

4.1 Since the launch and Mayor & Cabinet approval of the Resident Engagement Strategy & Framework (2025–2028) in March 2025, Lewisham Housing Services has taken major steps to embed consistent, accessible, and inclusive resident engagement across the housing directorate.

4.2 Over 700 residents, staff and stakeholders contributed to shaping the strategy, including a representative resident panel of 10 members.

5. What we achieved (2025–2026)

5.1 Expansion and delivery of engagement opportunities

5.1.1 The engagement calendar was published and continuously updated and promoted. Events are advertised well in advance and regularly promoted through multiple communication channels.

5.1.2 Residents who wish to receive direct updates can register to be added to the mailing list for engagement events.

5.1.3 Different engagement activities have different formats to meet the needs of all residents, for example webinars are designed for information sharing rather than open discussion.

5.1.4 Following feedback from leaseholders, we will ensure we share any information about resident engagement events directly with the Leaseholder Forum mailing list at the same time as all other residents receive it.

5.1.5 Across the year we delivered (full details can be found in the full report)

- **5** Roadshows/ webinars (virtual and in-person) across North and South Lewisham
- **5** Repairs Open Days (Pepys, Sydenham Centre, Somerville, Trinity and others)
- 'Service & Performance Panel (SPP)', and 'Tenant Advisory Board (TAB)' support.

- 'Resident Review Panel (RRP)' investigation support (deep-dives into services and recommendations across **3** current and former reviews.
- **4** Independent Living forum meetings, **5** estate walkabouts, regular housing officer surgeries on **2** estates
- Garden volunteer days and community events
- Resident training opportunities

5.2 Strengthening resident influence, and co-production

5.2.1 Achievements include:

- Embedded use of resident panels (Review Panel, Service & Performance Panel, TRAs).
- Setting up new tenant advisory panel (TAB) to provide a tenant voice on housing services and how they're meeting the regulatory requirements.
- Engagement in major works, building safety, complaints, green spaces, anti-social behaviour (ASB).

5.2.2 Panels successfully influenced:

- Consultation approaches
- Questions and scope for themed deep dives
- Service improvements monitored and evidenced through action logs

5.3 Embedding framework processes across the directorate

5.3.1 Clear processes for Roadshows, Repairs Open Days, stakeholder comms and consultation routes were formalised and shared with the wider housing directorate.

5.3.2 Teams across the directorate and wider within Lewisham Council are increasingly using the framework to engage Lewisham residents.

5.4 Innovation in engagement and communication

5.4.1 The team expanded:

- Digital tools: Surveys, online panels, webinars, and a move towards utilising Upshot to monitor impact.
- Targeted engagement: Door-knocking, estate-based opportunities to meet Lewisham council teams, engagement with community partners to reach all residents.
- Accessibility improvements: Paper newsletters for Independent Living residents, clearer communications templates, monitoring digital exclusion.

5.5 Social value, training, and community investment

5.5.1 Examples this year include:

- Social value commitments supporting training, and employment opportunities
- Environmental improvements (community gardens) on estates.

- Tutors United (free tutoring targeted at temporary accommodation residents (years 5 and 6).
- ‘StreetGames’ sports and mentoring for residents on the Crossfields estate in Deptford
- CIH Level 2 training for 10 tenants supported via Lewisham Tenants’ Fund
- Community food store support
- Support for young people in Lewisham to access items they need (items for school, sanitary items, etc.) through the ‘Bank of Things’

14. Measuring impact: Progress so far

6.1 The Engagement Framework Impact Measurement work (2025–2027) is underway, with ongoing collaboration across Lewisham and national partners to design outcome measures.

6.2 Current practice has included tracking:

- Engagement volumes (event attendance, survey response rates)
- Resident sentiment (pre/post engagement surveys)
- Diversity of participation (demographic mapping)
- Quality indicators: satisfaction with engagement, transparency, access to staff

6.3 The Service & Performance Panel receives quarterly updates including:

- Outcomes and outputs
- Social value updates
- Good news stories

7. What we are still working to achieve

7.1 Strengthening representation & equity

- Better engagement of underrepresented groups
- Improving demographic tracking vs resident population
- More targeted recruitment for panels

7.2 Embedding consistent processes across all housing teams

- Ensuring every team follows the engagement process
- Increasing collaboration with Repairs, ASB, Major Works, Compliance & Housing Management

7.3 Scaling communication improvements

- More accessible, multi-format communication
- Better signposting and feedback loops
- Updating webpages with evidence of ‘You said, we did’

7.4 Building safety and retrofit engagement

- Additional resident engagement sessions for high-rise buildings
- Clearer communication on works, safety responsibilities, and timelines
- Launching/expanding engagement platforms

7.5 Strengthening insight and impact reporting

- Developing robust impact outcome frameworks
- Linking engagement activity to Tenant Satisfaction Measures (TSMs)

8. Future aspirations and planned work (2026–2028)

8.1 Annual plan (2026)

The year ahead includes:

- Scheduled repairs open days (north and south), roadshows/ webinars, panels, workshops, and community events
- Continued panel development and succession planning
- Expanded estate based, and building based engagement (estate walkabouts)

8.2 Improved digital engagement

- Full rollout of ‘Upshot’ system to track, monitor and evidence impact
- Integration of new IT systems to reduce duplication and enable mobile/real-time engagement data

8.3 Building safety resident engagement strategy

- Regular in-person and online safety sessions
- More accessible fire safety and building safety materials

8.4 Embedding social value opportunities

- Use contractor social value commitments to deliver more courses, community projects and skills-building opportunities for residents

8.5 Strengthening complaints and repairs engagement

- Continued work between CRS and Repairs teams following restructure
- More face-to-face visits for complex cases

9. Summary

The first full year of implementing the Resident Engagement Framework demonstrates:

- Strong progress on embedding structure, transparency, influence and accountability
- Significant achievements in events, co-production, social value, and communication
- A clear understanding of what still needs to be improved
- A maturing culture of engagement across the housing directorate
- A strong platform for the deeper, more measurable engagement planned for 2026–2028.

10. Glossary

Term	Definition
TAB (Tenant Advisory Board)	Strategic tenant panel providing oversight of

	housing services and regulatory compliance.
SPP (Service & Performance Panel)	Resident panel reviewing performance data, deep-dives, and monitoring service improvements.
RRP (Resident Review Panel)	Group of residents conducting in-depth reviews of services and making recommendations.
Roadshows / Webinars	Boroughwide engagement events (virtual or in-person) offering updates, Q&A, and service information.
Repairs Open Days	In-person events where residents speak directly with Repairs, Housing and contractors.
Resident Engagement Framework (REF)	Lewisham's structured model for consistent, inclusive, and measurable resident engagement.
Consumer Standards (RSH)	Regulatory requirements set by the Regulator for Social Housing on safety, transparency, and resident voice.
You Said, We Did	Feedback loop demonstrating how resident insights lead to service or policy changes.
Social Value	Community benefits delivered through contractor commitments (e.g. training, youth projects, community improvement).
Upshot	Digital platform used to track, monitor, and evidence engagement activity and outcomes.
Engagement Calendar	Annual schedule of all formal and informal resident engagement activities.
Estate Walkabouts	On-site visits with residents and officers to identify issues and track estate improvements.

11. Report author(s) and contact

11.1 Alys Exley-Smith, Community Relations Manager (alys.exley-smith@lewisham.gov.uk)

12. Appendices

- Appendix A: [Annual report on the Resident Engagement Strategy & Framework \(January 2025-February 2026\)](#)

Report Section	Information Required
Month:	January 2026
Number of residents seen in the month (recorded on Resident Enquiry forms):	27
Presenting Issue/s (themes) over the course of the month:	• Supporting LTF surrounding establishing a TRA for Rosenthal House • Assisting SIAM surrounding LPS sprinkler install programme. Letters, emails and telephone conversations with no access properties • Repairs enquiries chasing on behalf of residents in HRB's in scope for BST • A number of leaks in residential properties on the Pepys estate • Cleansing BSIP's and working with WCT to upload to BS webpage • Visit to a bed bound dementia patient surrounding prioritising getting the fire suppression system installed with minimal disruption to very vulnerable tenant • Referral made to Damp and Mould team relating to the above bullet point. • Supported bed bound dementia tenant and daughter from RH to be housed in a ground floor property • Launched another BS drop in (Bampton Estate) for the benefit of residents from Dacres High rise blocks • Developed a professional relationship with Hd Teacher of Deptford Park with a view to delivering BS workshops to their older year groups. • Enquiries surrounding CPZ at Mermaid Tower, or lack of • Translation of letters to LPS blocks (Somalian) • Bed bug query from resident blocking access surrounding sprinkler installation • Building Safety Resident Panel enquiry • Who is responsible for what; distributed Lewisham Repairs booklet • Liaising with Lite for Life surrounding creating materials that are C&YP friendly

Building Safety Monthly Reporting	- to support the delivery of BS workshops - Promotion of TAB – tenants advisory board - Responding to requests for information – FRA Daubeney Tower - Recording a voiceover to educate our residents surrounding their evac strategy for their HRRB
Outcome/s achieved – overview:	1. Launch of yet another BS drop-in is something to celebrate. 2. Working with a dementia patient and carer surrounding the installation of a fire suppression system in their home. Foundations have been set surrounding working with the carer to install.
Summary of activities undertaken:	- Engagement work with tenants in HRB's in scope, - Hand delivery of letters to HRB's in scope surrounding clear corridor policy - Attendance at BS drop-in's – provision of support surrounding presenting issues - Meetings with MUL to support SIAM's efforts to gain access to no access properties for sprinkler installation programme
Negative issues / Challenges	None to speak of.
Positive gains	- Working collaboratively with stakeholders to install fire suppression system into several properties - Receiving feedback from tenants surrounding our approach to our work.
Additional Notes / Recommendations:	Looking forward to delivering workshops in Deptford Park and receiving analytics surrounding the number of times that the BS webpage is visited and how many times BSIP's are downloaded. Helps to better understand which HRB's are engaging with our online information.



Service and Performance Panel (SPP)

Resident Review Panel (Scrutiny) – update on actions

Date: 12 March 2025

Key decision: No.

Contributors: Clare Hopkins, Head of Housing & Communities

Purpose

To provide the panel with an update on outstanding actions from the Resident Review Panel (RRP)'s reports on Repair Complaints, Independent Living and New Residents.

1.0 Background

- 1.1 The Resident Review Panel (RRP), formerly known as the Resident Scrutiny Panel, complete reviews of different areas. There are three recent reviews that have outstanding actions:
 - Independent Living (completed August 2022)
 - Repair Complaints (completed October 2023)
 - New Residents (completed December 2024)
- 1.2 In May 2025 the Community Relations Team started a 6-monthly meeting with the RRP and relevant internal staff to agree responses to the actions and close actions. The aim of this meeting is to close down actions promptly and ensure the RRP have sight of the actions taken.
- 1.3 The RRP have recently completed a review of the role of the Housing Officer. This is presented in this meeting and will be monitored in these reports going forward.
- 1.4 The RRP are now looking at gas contractor performance.

2.0 Actions update

- 2.1 Updates on the actions and status of all three reviews' recommendations can be found in the appendices. There are outstanding actions for the repairs complaints and the new residents review. We will sign off the recently completed actions with the RRP at our next review meeting in May 2026.
- 2.2 All actions from the Independent Living Review have been completed since the last Service and Performance Panel. Full details can be found in appendix 1.

- 2.3 The Repairs Complaints review has one action ongoing and one overdue. Updates on the actions are in appendix 2.
- 2.4 The New Residents Review has one overdue action due to a member of staff being on long term sickness so unable to complete training. There are 3 actions not yet due. Full details can be found in appendix 3.
- 2.5 Through the 6-monthly meetings we identified the need to have clearer measures of success to determine when an action is complete. This will help to avoid “ongoing” actions staying on the tracker indefinitely. We also discussed having less, but more clearly defined, recommendations in future reports and this is reflected in the recent report on Housing Officers.

3.0 Appendices

- 1 - Updates on actions for the Independent Living Review
- 2 - Updates on actions for the Repair Complaints Review
- 3 - Updates on actions for the New Residents Review

Appendix 1 – Independent Living Review

REF (report)	Action	Due date	Status	Update	Has this been reviewed/ signed off by the RRP?
1a	Conduct a thorough benchmarking exercise for costs as our research was difficult as other providers were unwilling to disclose	June 2023	Completed	Completed	Yes
1b	Managers need to be trained on service charges, rents, etc for IL residents, and wider housing.	January 2023	Completed	Completed	Yes
1c	Hold finance workshops with all staff, in Independent Living so that staff are able to grasp charges and how they are arrived at. This will aid information to and involvement by residents.	January 2023	Completed	Completed	Yes
2d	Develop an IL resident engagement strategy in partnership with residents that contains KPIs and is monitored	31 March 2023	Completed	The reviewed Resident Engagement strategy is an overarching strategy for all housing. An Independent Living Forum had its inaugural meeting on 3 June 2025. The outcomes of this meeting have been posted online and placed in noticeboard. It has also been shared with Lewisham Tenant's Fund. This forum will decide on activities and initiatives within the independent living schemes.	
2e	Introduce an Independent living engagement voice (cross scheme meetings/L Residents Group/Forum) across the schemes specially to influence repairs	31 March 2023	Completed	The IL forum has started and held its first meeting in June 2025.	

	and refurbishments				
2f	Despite recent legal changes, continue with PEEPs and do these in partnership with residents	Already completed in management response	Completed	PCFRAs completed as needed.	Yes
2g	Ensure residents are consulted about the look and appearance of their scheme such as painted brickwork corridors and when the common lounge is used by other agencies	Ongoing	Completed and ongoing, next refurb Lewis Silkin House	Will be ongoing until all schemes refurbished, currently on 7 schemes that are/ have been refurbished.	Yes
2h	Ensure guide books, newsletters, the website and policies are revised in partnership with residents and ensure they are updated and displayed in accessible formats	June 2023	Completed and ongoing	Last policy consulted on was guest room in March 2023 and enhanced contact policy in Sept 2023.	Yes
2i	Train ILOs in modern engagement and modernise activities	September 2023	Ongoing	Set up social activities focus group with 2 ILHO leading, currently working on summer fete, 3 residents part of working group	Yes
2j	Develop activities fund for every scheme with ILO/resident management possibly funded guest room	March 2023	Closed	IL have no budget for activities and rely on social value contributions. Guest rooms have just come back into use, with costs increased to reflect increase in cost of living but are still subsidised. Payments used to clean and furnish guest rooms, any left over can be put to social activities	Yes
2k	Meet with recently refurbished schemes' residents to ascertain residents' concerns and consider offering a gesture of goodwill for losing facilities.	March 2023	Completed	Updated committee previously. Some schemes were offered good will gesture due to length of time of works. Alongside that, stock investment returned to repaint and completed certain works again – i.e. soft landscaping. This was because works were done in year 1 and as works not completed till year 3, the year 1 works	Yes

				looked shabby.	
2l	Improve the service to residents with English as a second language and those with any accessibility needs	September 2023	Ongoing	Where residents English is a 2nd language the team use google translate to assist with supporting them around any housing matters, and to include this in social activities/newsletters based on resident's communications needs.	Yes
4m	Consider making the ILO role responsible for housing management duties. This already occurs in practice and would be more cost effective and more responsive to the client group	March 2023	Completed	ILOs are now Independent Living Housing Officers, restructure and regrade took place from April 2023 to March 2024	Yes
4n	Explore funding opportunities for internet access in common lounges and staff offices to assist staff and residents	June 2023	Completed	Work is ongoing to provide higher quality broadband to the staff offices in independent living schemes. 4 schemes are having WIFI installed for residents use under social value, works are already underway and due to be completed by May 2026.	
4o	Ensure ILO's are empowered to be able to influence other teams such as repairs and refurbishments.	Ongoing	Complete	This is an area that the team find challenging and remains on our team meeting agenda. We have a clear escalation process within the team if required. For refurbishments, we are being consulted on which schemes and will have input as will residents on the specification. We continue to work closely with colleagues in repairs and have set up a monthly meeting with a repairs supervisor to discuss outstanding repairs over 2 weeks. LSH and Roseview refurbishments are progressing, we are waiting for some	

				dates to start consultation with residents which are expected to take place before April.	
4p	Ensure ILO's are consistently informed and kept up to date with organisational news and decisions to be able to share with residents.	Ongoing	Ongoing	There are monthly departmental meetings where corporate updates is a standing agenda item, plus guests are invited to speak. There is a monthly team meeting. There is a weekly housing directorate webinar on different topics which is also recorded so can be re-watched. There is a weekly update email from the CEO and a monthly one from the Executive Director as well as less scheduled ones from manager and Head of Service. These opportunities, all keep the team fully updated and enables them to share with residents where relevant any business news, good practice, new initiatives. We have an IL forum to share information with residents and outcomes of that are updated on the website and in posters in every scheme. ILOs attend TRA meetings in relevant schemes.	
4q	Provide computer and printing (notwithstanding a move towards paperless) is available for staff onsite to save travel time.	December 2023	Completed	The outstanding issue about printing following the insourcing of the ALMO has been resolved. Staff are now able to use printers in the schemes. The printers are due to be switched to the Council's main server by end of October 2025.	
5r	Consider scheme resident inspectors assist and develop skills	June 2023	Completed	IL forum discussed this in September 2025. It was felt that scheme walkabouts with ILHOs would be beneficial and several schemes have already held them. For example, at Guardian Court the	

				feedback from 1 resident was, ' <i>I found it very interesting and didn't realise how much work goes on behind the scenes to keep everyone safe</i> '. These walkabouts will happen in each scheme, frequency to be agreed with residents and the outcomes will be reviewed by the ILHM. This initiative will be ongoing and reported at the IL forum meeting annually.	
5s	Ensure refurbishment health and safety is improved	October 2022	Completed and ongoing	Updated committee previously	Yes
5t	Ensure adequate scooter and mobility aids storage is provided in every scheme, prioritising current need	March 2023	Completed	All schemes have mobility scooter storage in place.	

Appendix 2 – Repair Complaints Review update on actions

REF (report)	Action	Due date	status	Updates May 2025	Has this been reviewed/ signed off by the RRP?
1a, 1b, 1c, 2g	Procure training by the end of January 2024 to roll out in March 2024	March 2024	Completed	This is currently being delivered to staff (HQN)- Looked at availability of training- send evidence of complaints training	Yes
1a, 1b, 1c, 2g	Have quality assurance in place for complaints letters sent	January 2024	Completed	Regular quality assurance is undertaken by the Corporate Complaints team	Yes
1d	A quarterly panel of residents could be set up to support quality checks of communication	March 2024	Completed	We are working with a group of residents who have recently made a complaint on the transformation, this includes communication.	Yes
1d	Resume pre pandemic monthly quality checks on letters	January 2024	Completed	Every letter that goes out goes through the management team before going out	Yes
1a, 1e	Offer regular refresher training for staff on letter writing	March 2024	Ongoing – propose to close	We continue to offer regular refresher training for staff on letter writing to ensure all correspondence meets the standards set out in our internal guidance and the Housing Ombudsman Code of Complaint Handling. To maintain consistency and quality, letters are reviewed daily, with complaint officers typically drafting at least three letters per day. Each letter is individually reviewed and approved prior to issue, ensuring alignment with both the training and the expectations of the Housing Ombudsman. The staff member that wasn't trained on the external letter writing course was a new starter. They were trained by the manager of	

				the team using the methodology from that external training. We will ensure to arrange regular refreshers and update our approach to letter writing continually.	
1f	Ensure staff are trained in areas of accessibility (offering alternative formats like translation braille, etc)	December 2023	Ongoing	Reasonable adjustments policy complete Following the discussion surrounding the HQN course it was determined this wasn't the relevant course for the training requirements. We are seeking internally clarity on our available accessibility options. We hope to have this completed within the next 2 months subject to training on these accessibility options.	
1f	Ensure there is a process for offering and providing communication in alternative formats	December 2023	Ongoing – propose to close	Home check process over 5 years- rolling to gather data on residents about who may need this. RRP wanted Housing to propose a target for % of data to be collected. We are using other methods such as sending a physical letter where requested or if there's a need to do so. We will review this internally following review of the accessibility options.	
2g	Include process for gaining resident feedback on complaints as part of wider end to end complaints resolution process	January 2024	Completed	We have a monthly transactional survey on complaints as well as TSM perception surveys. We will be moving to sentiment analysis on the TSM survey to understand the perspective of all those who respond	Yes
2e/h	review of the information provided to tenants in their tenancy information provided at time of sign-up and published on the Council's website.	March 2024	Completed	The Council's website has been updated to ensure that Housing Complaints comes up at the top in the search function. How to make a complaint is regularly promoted in the Resident newsletter.	Yes
2f/i	compensation policy is redrafted and clear	March	Completed	Completed.	Yes

	guidance with examples are worked up and all staff trained.	2024			
2f/j	Ensure the new Housing Complaints and Enquiries Team includes appropriate resource to call residents about their complaint.	January 2024	Completed	We attempt to call the resident- if we haven't spoken to them we'll list this in the response to their complaint.	yes
2i/k	The new HMS to be mobilised and to work to incorporate icase into this	December 2023	Completed	HMS is mobilised. There are no plans to incorporate icase - they are two separate systems from different companies.	yes
2i/k	Complaints mapping process in place with reference to HMS approach	December 2023	Completed	Can switch between two systems to assess complaints	Yes
2i/k	Ensure contractors/ subcontractors understand their obligation (training?)	January 2024	Completed	Monthly meetings, and weekly meeting when necessary. Complaints manager comes to contractors meetings with lessons learnt. Still working on different systems at the moment. The way they're tracked for resolution is on icase.	Yes
2j/l	Ensure regular updates are held with team to set out expectations and monitor system updates	December 2023	Completed	Complaints is a regular item on the Repairs Management team meeting and the Customer Experience Team Leader attends these meetings to report back and emphasise the importance of resolving complaints	Yes
2k/m	Recruit to all vacancies in operatives team	January 2024	Completed		Yes
2l/n	Ensure staff are aware of an expectation for the current IT system to be properly used	TBC	Completed	Total Mobile was rolled out November 2025, there were teething issues at first, we have continued to adapt the system to our needs and will continue to do so. Staff are aware of their expectations.	
2l/n	Ensure staff receive training on IT systems used, to ensure a consistent approach.	TBC	Completed	All staff have been trained on current systems. We are developing a training matrix for the IT systems firstly with Totalmobile whilst there is a larger project on data reliability which	

				encompasses the other IT systems including TM and HMS.	
2m/o	Review to be carried out of the Leaseholder policy and processes related to S20 notices	March 2024	Completed	A new process is in place with clear roles and responsibilities.	Yes
2m/o	Training for legal aspect on section 20 notices provided to staff	December 2023	Completed	Anthony Collins solicitors have provided training	Yes
2e/p	Training on the new s20 policy and processes to be provided for staff	April 2024	Completed	Completed	Yes
2e/q	Incorporate following up with telephone calls particularly for residents with long standing unresolved issues as part of process	March 2024	Completed	We have now incorporated telephone calls into our standard process. Telephone notes are recorded on iCase for all active complaints, ensuring a clear audit trail of contact and engagement. Additionally, aftercare call notes will now be placed on closed cases, allowing us to track post-resolution contact and monitor the effectiveness of our follow-up. Following a recent meeting with the Housing Data and Performance Analyst, it has been confirmed that reports can be produced to evidence this activity, supporting both internal oversight and external assurance.	
2f/r	Review (simplify) wording on the letter in relation to how complainants can escalate complaints to HOS	March 2024	Completed	Corporate letter templates updated as part of Complaints Handling Improvement Project	Yes
2g/s	Provide training and regular refresher training on disrepair to ensure staff are aware of processes	November 2023	Completed	Completed	Yes
2h/t	Ensure complaints dashboard is in place for residents with clear accessible information on process and performance	January 2024	overdue	It would be inappropriate to launch a complaints module on the resident portal that is only for Repairs Complaints. It would be best if we forward plan and look towards all complaints so that it provides the best user	

				experience and prevents the inevitable complaints of (why can't I see example complaint). As a result it is not possible for Repairs to take on this action on behalf of the entire council. Alternatively, the action should be closed as it requires larger scale review under the scope of wider project around the resident portal as it is needs to encompass all complaints and not just repairs.	
2h/t	Ensure information about performance on complaints is provided to relevant resident meetings (HB, SPP, TRA Chairs etc)	January 2024	Completed	Service and Performance Panel receives a regular performance report which includes complaints performance	Yes
2i/u	Ensure TSMs to focus on satisfaction	January 2024	Completed	This information will be collected and provided to residents on the website.	Yes
2i/u	Use TSM survey feedback to inform knowledge of residents' perception of the complaint service and ensure it's reported on.	January 2024	Completed	This will form the process of transforming our approach to complaints. Keeping a track on coding these to contractors: Increased team-completions are scrutinised and also get a post inspection by the QS team	yes
2j/v	Ongoing discussions with Residents Groups about sub contractors to take place at all levels of Resident Engagement structure	December 2023	Completed	This has been selected as a topic to be discussed at future resident led meetings, and the work will continue	Yes
2k/w	Consider utilising whatsapp groups for staff teams to offer support	November 2023	Complete	We reviewed the action and ensured to provide the teams the option for what support they would like. They did not advocate for the Whatsapp group but we are open to it if it was to be requested by any teams in the future.	
2l/x	A review could be held to explore different options for managing complaints centrally without losing the complaints team's relationships with the repair's sections	January 2024	Completed	The structures for complaints within Housing have been reviewed and the teams will remain as they are in two different areas. They work together well with weekly meetings and a teams channel	Yes
2m/y	Ensure complaints are learned from and inform	January	Completed	Icasework has a new functionality for	Yes

	service improvements going forward (monthly meetings?)	2024		recording learning from complaints which will enable systematic reporting.	
2n/z	Include what was learnt on the resolution letters to complainants	January 2024	Completed	We have now introduced a 'Lessons Learned' section. This provides residents with a clear overview of what has been learned from their complaint and the steps being taken to prevent recurrence. These summaries are also uploaded to iCase for record keeping, supporting a culture of learning and continuous improvement.	
2o/	Report learning (what was learnt) about complaints to resident boards/ groups	January 2024	Completed		yes

Appendix 3 – New Residents review updates (none of these have been signed off by the RRP yet)

REF (report)	Action	Due date	Owner	Status	Updates
1a	Review lettable standard with residents. • Filling cracks and holes in plaster and simple white washing of walls in need of decoration (retaining an uprated decs allowance or new deal with a new supplier/DLO paint). • Provide kitchen and bathroom flooring which provides many benefits highlighted in the Altair report. • Broken flooring tiles in other rooms to be replaced with the cheapest solution (we believe vinyl may be cheaper than replacing tiles) and a waiver to be signed as tenant's responsibility. • Damp and mould recorded, shared with tenant and treated. • While the panel appreciate gifting is problematic, they feel in these times of cost-of-living crisis, there should be a waiver signed with safety risks outlined. • Functional non-standard fittings such as basins and showers should not be automatically replaced with standard fittings, rather these should be left until they break and tenants should sign to show they have been advised of the need to replace as standard in the event of repair. • Asbestos information, electrical and gas check and energy efficiency information shared with residents • A copy of the lettable standard and outstanding repairs given to the new tenant and signed for. • The new agreed lettable standard should be placed as the only version on the website, given to staff and contractors.	Jun-26	Repairs Void Manager	Not yet due	We are reviewing this with residents and there will be a meeting in March.
1b	Consider storage for recycling furniture https://www.endfurniturepoverty.org	Jun-26	Lettings Team Leader	Complete	Lettings Team Leader had a meeting with End Poverty on 29 May 2025. The scheme

					provides furniture and white goods to those households in most need, however there is a cost to the Council. There is an option to recoup through benefits, but this may not be feasible. The Welfare Benefits team have reviewed the information on the End Furniture Poverty website. The scheme does not provide furniture directly and instead signposts residents back to their social landlord or local welfare assistance schemes. As existing support is available through the Welfare Benefits team and via social value, no additional action is required
2c	Residents must be given and sign a copy of the lettable standard showing outstanding repairs	Jan-25	Lettings Team Leader	Complete	We are now including the signed handover sheet and lettable standard in all sign up packs. The handover sheet will contain any outstanding repair issues which are to be completed post occupation
2d	Rebrand the existing policy and procedure under the Council and place on website	Jun-26	Procedures relating to lettings will be updated by Housing Services Manager Procedures relating to repairs will be updated by Voids Manager	Not yet due	Once the Voids transformation project has been completed, the related policies and procedures will be rebranded and updated to reflect any changes

2e	Do a publicity campaign about leaving your home in a fit and clean state and setting standard that people will be recharged	Jun-25	Housing Services Manager	Complete	Recharge procedure has been launched. Publicity was provided in the March newsletter about moving out and in the June newsletter about the recharge procedure applying to those moving out too. It will be repeated in September 2025. A section has also been added to our website page on ending a tenancy
3f	Expanding training to all relevant staff in best practice in this area and around empathy and lived experience.	Jul-25	Housing Services Manager	Complete	All staff have now completed this training.
3g	Training, recruitment and ethos should include resident experience and empathy for resident facing staff and managers.	Jun-25	Housing Services Manager	Overdue	One member of staff is overdue with their mandatory training due to long term sickness. Once they return to work this will be prioritised.
3h	Ensure managers and team leaders have time to network, research and discuss Best Practice.	May-25	Head of Housing & Communities	Complete	The event on 26 March 2025 didn't go ahead, so managers were unable to attend this. Housemark has a specialist Voids club that focus on sharing best practice and expanding network. There is a cost attached to this, so this is not something we can commit to currently but will consider in the future.
3i	Review an anonymous mechanism for staff to be able to feedback their improvements in this service to senior management. Listen to staff who attend working groups and provide feedback.	Jan-25	Head of Housing & Communities	Complete	The Director for Housing and Resident Services attended a session with the Housing and Communities department on 23/01/2025
4j	Review new tenant visits to ensure this valuable service takes place – even by telephone. Ensure performance is monitored.	Jun-25	Housing Services Manager	Complete	This is a KPI for the Housing Officers and forms part of their objectives for 2025-26. Reports are currently not available but Team Leaders are able to monitor individual performance via their teams dashboards.
4k	Develop more robust pre-inspection, recharge and accountability processes for residents who leave damage and rubbish in their previous home.	Apr-25	Housing Services Manager	Complete	A report on the effectiveness of Pre termination visits was drafted on 20/02/2025. There was no conclusive evidence to suggest pre termination visits were having the desired

					impact so we will continue to monitor their effectiveness during 2025-26. The Recharge procedure has been signed off and launched. Staff were briefed on the procedure through a webinar and this is recorded and stored on the intranet for new starters.
4l	Continue to survey residents on their letting experience as a main KPI. Resident experience should be a main driver of this service in addition to the hard KPIs.	Complete	N/A	Complete	Comments in management response- Completed. We already carry out monthly surveys to new tenants and will continue to do so. The results from surveys are currently reported to DMT.
4m	Show learning from complaints and the above survey on the website	Apr-25	Head of Housing & Communities	Complete	The survey results are shared with Voids and Lettings teams. Learning points around lettings are discussed at team meetings. We have reviewed performance information on our website but are not currently planning to publicise transactional surveys. The small numbers make this not statistically relevant and may be identifiable.
5n	Ensure Housing officers and contractors are briefed or included in Voids meetings and information regarding the needs of residents and help for those with no furniture.	N/A	N/A	Complete	Management response said - Voids meetings are attended by the voids team, their contractors, Lettings Team leaders and Housing Services Manager. It is not feasible to include Housing Officers in these meetings. Information regarding the needs of the tenant is identified during various stages, the viewing, sign up and new tenancy visits. For those residents who require support with furniture we will sign post to relevant agencies and our internal Welfare Benefits team.
5o	Lettings, Housing, Repairs and Voids Teams need to work more closely and align positive culture	Apr-25	Housing Services Manager	Complete	Quarterly meetings will be held with all staff to ensure effective working relationships. These have been set up. The first meeting took place on 17/04/2025

5p	Ensure Voids meetings take place even if the manager is absent and contractor participation is included.	Complete	N/A	Complete	Complete in management response
5r	The Lettings Manager, supported by Community Relations, should hold occasional (every 5 years) focus group with those newly housed.	Apr-27	Lettings Team Leader	Not yet due	
5q	Implement new IT systems that are joined up and introduce mobile working	May-25	Head of Repairs	Complete	Total mobile has now been rolled out.
6s	Housing Officers must be trained in additional support for residents by liaising with appropriate teams	May-25	Housing Services Manager	Complete	Completed 18 June 2025.
6t	Investigate Lewisham Volunteer service to assist those moving in with no furniture	Apr-25	Lettings Team Leader	Complete	Lettings Team Leader spoke to LVS on 25 June 2025. This information has now been included in info given to new residents.
6u	Use social value menu promises from contractors to offer resident sustainability and decorating courses	Aug-25	Community Relations Manager	Complete	Officers are working with contractors and repairs staff to develop a 'DIY skills' programme for residents that offers support and training for basic 'DIY skills' such as changing lightbulbs, or toilet seats. The repairs support provided through this training would be for repairs that a resident is responsible for. Separately we work with partners (Youth Build Ventures UK and contractors (Mulllaley) to offer young residents (16-25yo) a 6 week training course in multi-skill trades, alongside mentoring, with the opportunity of paid employment in the field at the end.

Lewisham Residents Review Panel

An Independent Resident-led Report into the Role of the Housing Officer, and communication to residents.

Date of Report:

October 2025

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1. Introduction

The Lewisham Residents Review Panel, RRP, is an autonomous Panel of Lewisham Council tenants and leaseholders (referred to as “residents”) set up and funded by the Lewisham Tenants’ Fund in conjunction with the London Borough of Lewisham. The role of the RRP is to investigate and review housing services and report findings to the Council through the Service & Performance Committee. The report proposes improvements that will benefit the service and all residents collaboratively as a “critical friend”.

The RRP is central to Lewisham Borough’s resident engagement and is committed to co-regulation. It was formed in 2012 under Lewisham Homes and is currently composed of six residents.

The area of the review, The Role of the *Housing Officer* was selected by the Panel based on data from the Council’s roadshows, suggestions from the S&P Committee and from Housing Services Senior Management. The Panel chose to concentrate on communication, as anecdotally, very few residents understood the role, nor knew who their Housing Officer was. It was hoped this work could assist managers in recruiting new officers, raise resident satisfaction and result in fewer complaints by improving communication.

This RSP Investigation Panel comprised Naomi Groves (Chair), Dianne Cox, Keith Walton, Gosia Janik, Graham Mandelli and Theresa Reid. The review was supported by Alys Exley-Smith, Community Relations Manager and Clare Hopkins, Head of Housing & Communities, along with mentoring support from Jane Eyles. The RRP would like to thank all the staff from Lewisham Council, as well as the Lewisham Tenants Fund, for funding this project. Additionally, we would like to acknowledge the residents who generously gave up their time to support this review.

2. Executive Summary

The RRP have noted several strengths in the service that Housing Officers provide, along with some recommendations for improvement in communication.

The key strengths are:

1. A positive and empathetic team of Housing Officers, which impressed panel members with their willingness to go the extra mile for residents.

2. A team that showed excellent team mutual support whilst working within resource constraints.
3. The Homecheck pilot enables several proactive housing management outcomes and aids the motivation of staff.
4. The Head of Housing & Communities is well respected amongst all of the staff
5. New Housing Officers have an excellent induction process

Not every organisation is perfect, and a summary of areas that can be improved includes:

1. Communication with all residents that explains who the housing officer is and what they do. This lack of ongoing communication leads to resident expectations that cannot be fulfilled within existing resources.
2. Silo working within the Council really hampers the role and the ability to deliver a better service – several measures could help this.
3. The Homecheck pilot, whilst worthwhile, will fail to accomplish data collection in the desired period. It will need to be supplemented by additional methods, or the Housing officer's time will need to be freed up.
4. Whilst Lewisham is clearly suffering from resource issues, there could generally be a more supportive enthusiastic and visionary outlook within housing management.
5. Residents are frustrated in their efforts to contact their Housing officer and we feel that this needs monitoring more.

3. Methodology

The RRP agreed the following objectives of the review:

- i. How is the name and role of Housing Officer communicated?
- ii. How do residents know what to expect from their Housing Officer and how does this affect resident satisfaction and team motivation?
- iii. How easy is it for residents to communicate with their Housing Officer?
- iv. How can the Panel assist with improving resident satisfaction with the Housing Officer?
- v. How can the Panel assist with recruitment?
- vi. How does the Homecheck pilot help achieve outcomes for residents?
- vii. Are the Housing Officers sufficiently resourced and supported?

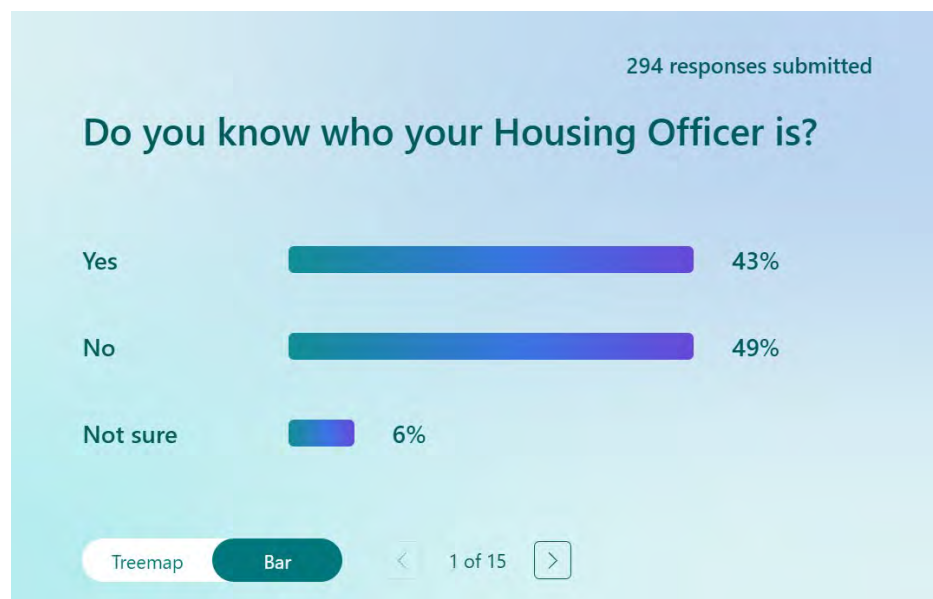
The Panel carried out the following tasks:

- a. **Desk Top Review:** The Panel examined the following documents:
 - Lewisham Council's website
 - The Residents Portal
 - Electronic newsletters over the past year
 - A sample of web pages from the housing sector
 - A sample of redacted complaints and responses
 - Inside Housing magazine's national survey of Housing Officers
 - 2025 Housing Officer Job Description
 - Pilot proposal for Homecheck
 - Pilot guidance for Homecheck
 - Homecheck review presentation
 - Annual Report to Residents 2024
 - RSH Regulatory Standards
- b. **Presentations:** Clare Hopkins, Head of Housing & Communities
- c. **RRP designed survey:** We received nearly 300 responses from a survey link emailed out. The survey can be viewed here [Resident Housing Officer Survey – Fill in form](#)
- d. **Structured Interviews:** Assistant Director of Housing & Communities, the Head of Housing & Communities, 2 x Housing Team Leaders, Housing Manager and the Communications Lead for housing
- e. **Focus Groups:** involving 8 Housing Officers

4. Detailed Findings

i. Communication of the name of the Housing Officer

The Panel was surprised by the sheer number of tasks performed by Housing Officers, and there was little prior knowledge among the Panel members themselves. One member had previously worked for a housing association, and two other members had attended Tenants & Resident Association meetings where they had seen their Housing Officer.



Alongside these responses were comments such as

"Because I needed to contact her, then I was given her contact." **Resident**

"After many phone calls to find out who" **Resident**

"Letter was sent around about anti-social behaviour and it advised who the housing officer was to discuss issues" **Resident**

"I have had to contact her", **Resident** *"He came and introduced himself to me"*

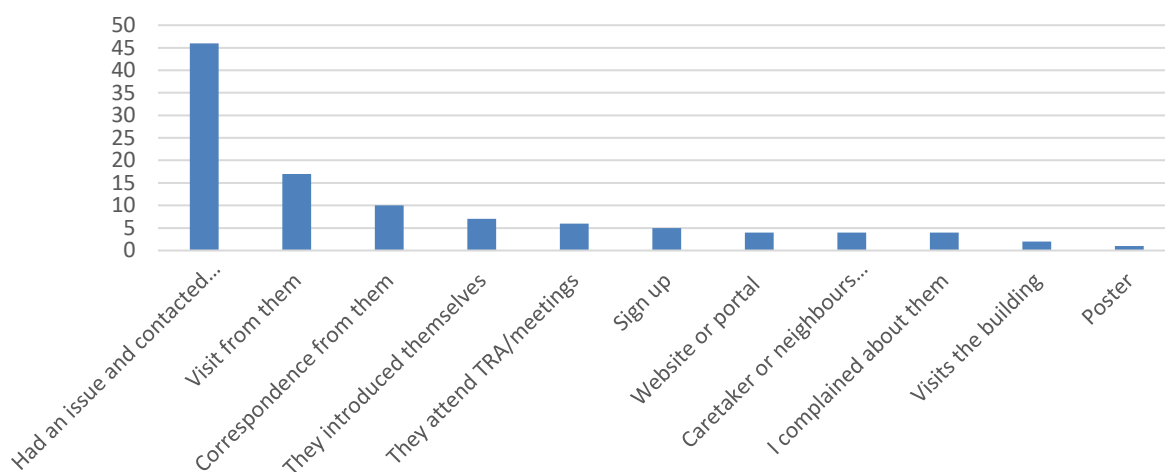
Housing Officers themselves also answered "they don't" and "I tell them"

Of those who knew their Housing Officer, most residents found out because they had attempted to contact them when they had an issue. As long as residents are proactive, they can find out, but many expressed that it was quite difficult. Seventeen residents had received a visit.

"People don't need to know who I am until they need me", **Housing Officer**

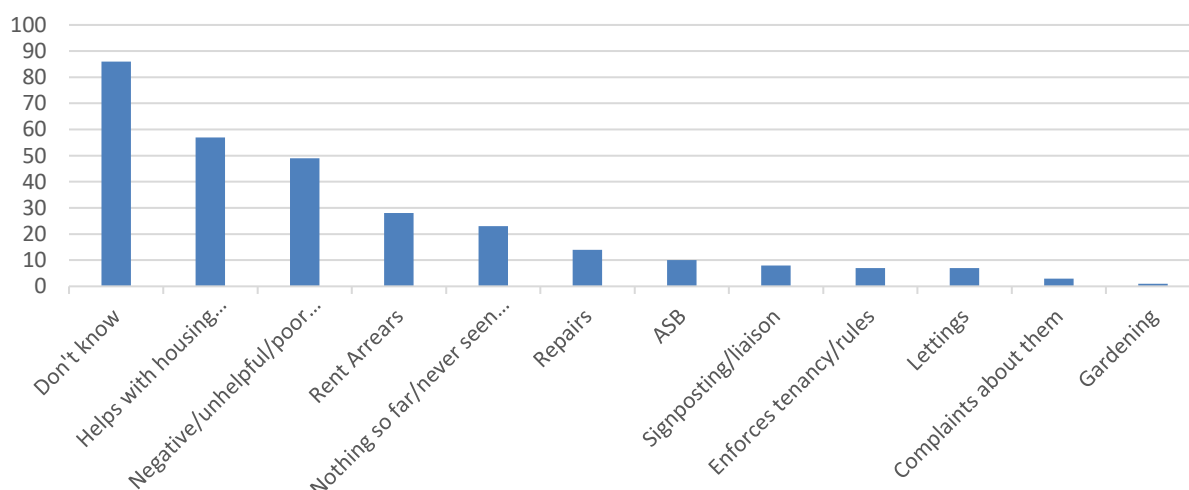
"Tenants silo themselves by thinking they need only one person to do something, but there are 17 of us, any of us can do it" **Housing Officer**

How do you know who your HO is?



ii. Communication of the role of the Housing Officer

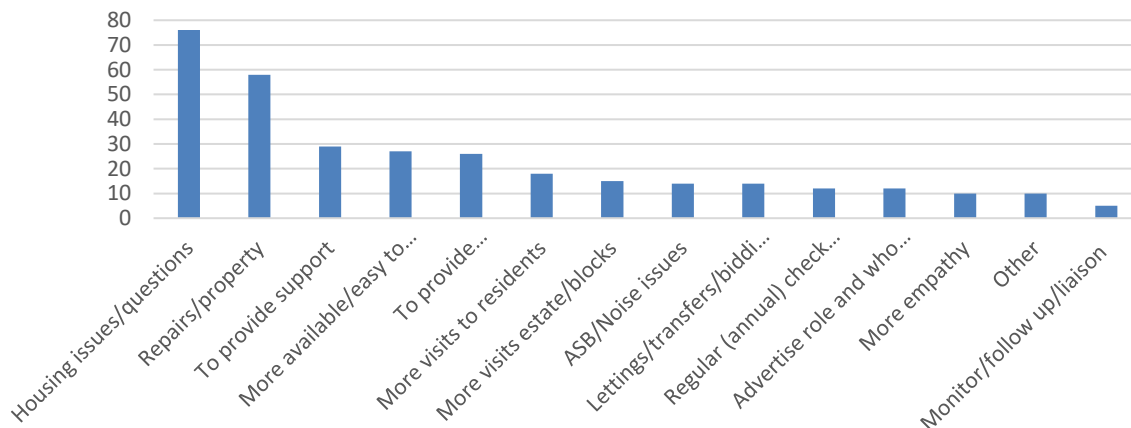
What do you think your HO does in their role?



The most significant response from residents was 'don't know'. Many residents incorrectly believed they dealt with rent arrears, lettings and repairs. There were also several negative comments along the lines of *“not very much”* and *“doesn't get my repairs done”*. The Panel felt that this lack of knowledge created several false expectations, which led to negative satisfaction.

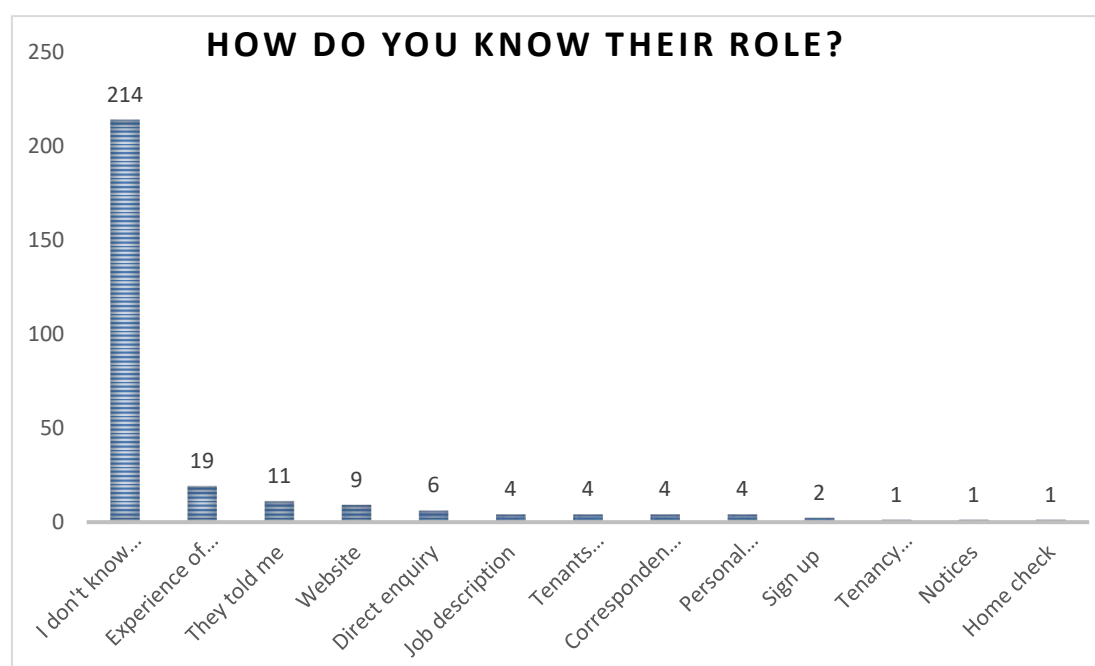
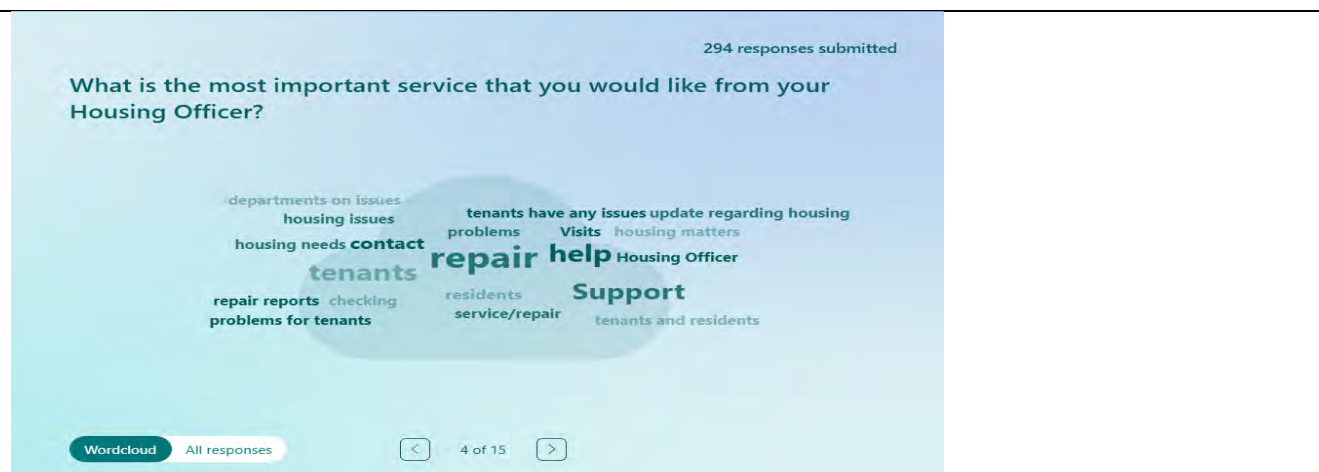
“We should let the residents know what we do and what we can't do”, **Housing Officer.**

What is the most important service that you would like from your Housing Officer?

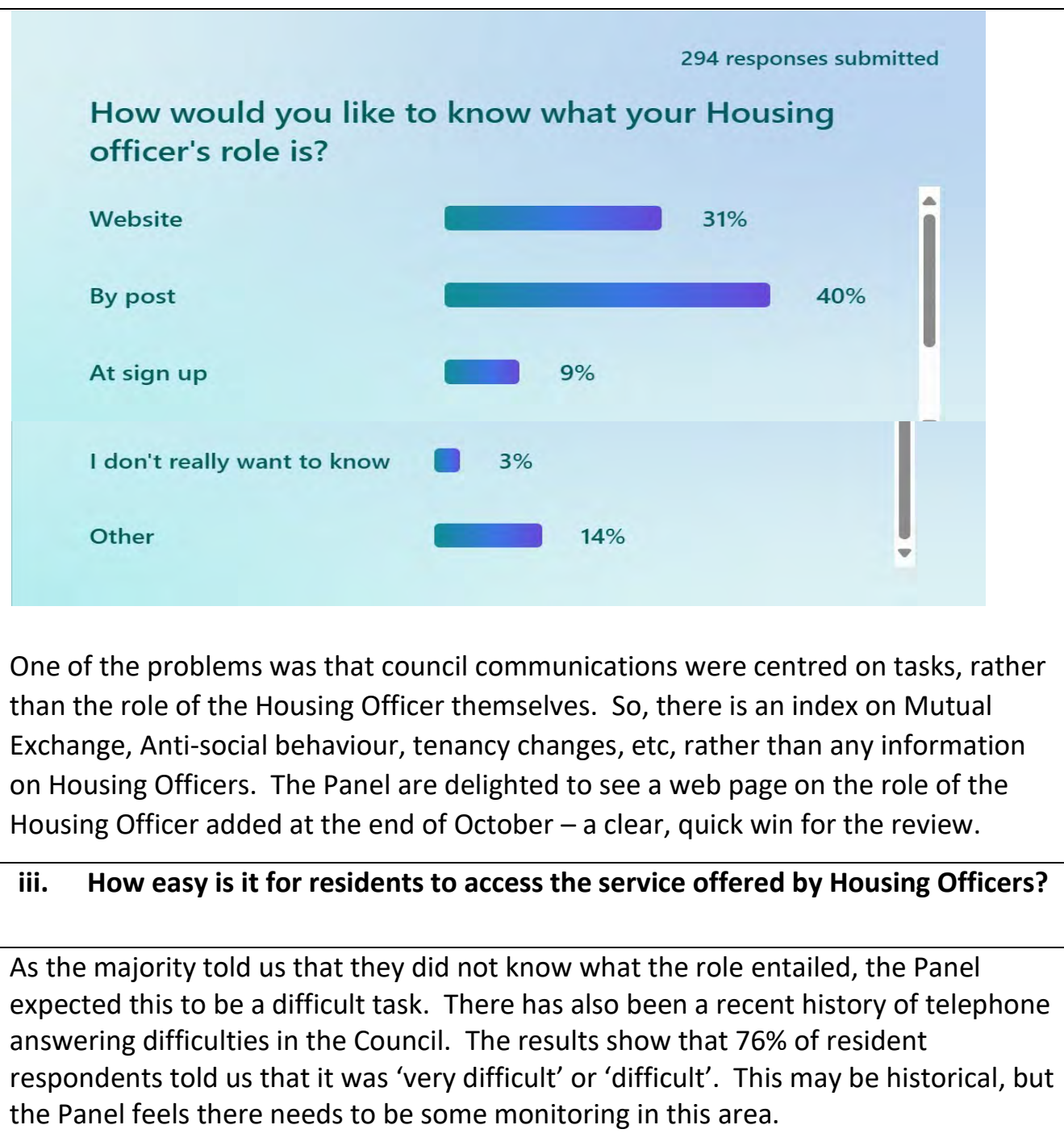


The Panel asked this question to see how residents might prioritise, and responses showed a better grasp of what they wanted than knowledge of what they actually did. The second-highest response was about repairs. There needs to be stronger communication about the fact that Housing Officers do not deal with repairs currently, as Housing Officers are receiving a lot of negativity about a service they do not offer. Residents also wanted more proactive contact, and the Home Check pilot provides an opportunity for this. However, there are clearly not enough resources to accommodate requests from survey respondents for monthly, quarterly, or annual check-ins. This discussion needs to be had by the Council with residents, providing clear explanations.

Housing staff themselves listed priorities set by managers, such as legislative deadlines, safeguarding and those by process. However, many gave examples of weekly visits to help residents bid for homes or to check whether they had fallen. All felt there was not enough time to do the job correctly. These examples make the Panel question the consistency of the service. Who decides which residents get or need this additional service? How does this impact the time required to do the rest of the service?

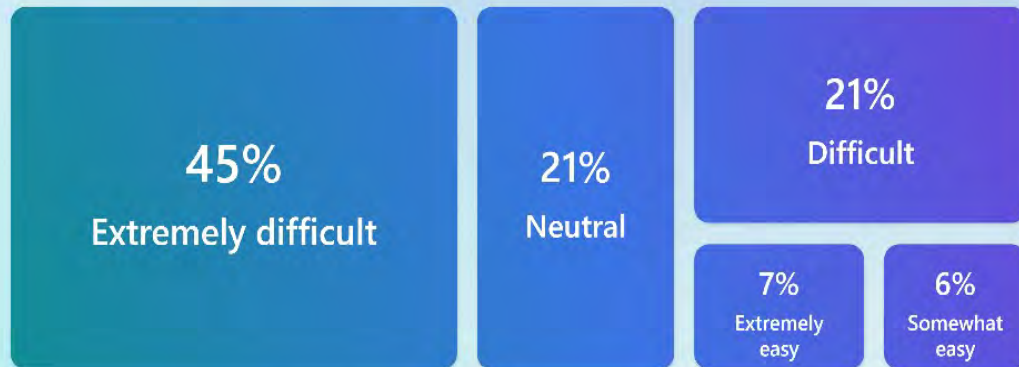


Resident respondents overwhelmingly indicated that they were unaware of the role, and it is imperative to inform them by their preferred method below. Note that the demand for posts may reflect the age profile of respondents; however, this highlights the need to collect data on residents' communication preferences as soon as possible.



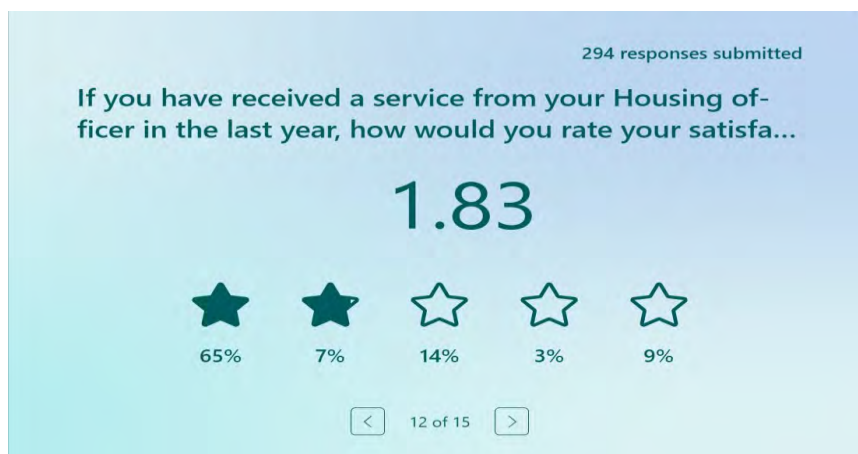
294 responses submitted

How easy is it communicate with your Housing



iv. How can the Panel help raise resident satisfaction with the Housing Officer?

Below are the results of the question that was asked in the survey:



The Panel appreciate that tenancy enforcement is part of the role and this may lead to lower satisfaction. It also appreciates that many respondents blame Housing Officers for a recently struggling repair service but this is a snapshot of low satisfaction which can only be helped by better communications and admission of resource constraints with residents.

There were several responses regarding poor coverage of sickness, a lazy work culture, and one officer was named by three residents as being very unresponsive.

"We are the face of the council – they expect you to do everything", Housing Officer

Interestingly, satisfaction with Housing Officers increased among panel members once they met them and understood their role.

The Panel found the Housing Officers who gave evidence to be very professional, experienced and dedicated. They were very honest. They were extremely pleased to have been allowed access to the Panel. They showed real empathy in their responses,

“The team is really good; they want to help make lives better. Big or small. Very empathetic or people would have left by now.” **Housing Officer**

v. How can the Panel assist with recruitment?

The Panel was only allowed access to one recently recruited Housing Officer, and that officer showed much empathy and demonstrated a good induction plan. However, whilst reviewing the Job Description, the panel felt that it needed some updating and some vision and enthusiasm put into it. The Housing Assistant and Housing Officer JDs do not align in the use of language, grammar, and unexplained acronyms such as ASB. One is written in varying person/tenses.

The Panel also found that all vacancies necessitate approval from the Council’s CEO to be filled, resulting in lengthy reports, business cases, and time for decision-making. The Panel queries whether this is a good use of management resources?

vi. How does the Homecheck pilot help achieve outcomes for residents?

The Panel entered into this review with considerable doubts about the Homecheck pilot, in particular the practice of cold calling. However, members learned that there were good reasons for not publicising the project in advance because of the danger of scam visits to residents. Although there was quite good Housing Officer engagement in shaping home checks (although not the concept which was described *“as dropped on us from above”*), the lack of resident engagement is a problem (as is the case in all of the Panel’s reviews to date. Residents would have shaped this and enabled it to work more practically.

Housing Officers were particularly enthusiastic about some of the outcomes of the pilot,

“We really like it and see the advantages but we are so behind so it may be a bit unrealistic – it generates a lot of work” **Housing Officer**

“Home check is good. I love meeting my residents,” **Housing Officer**

“I love going out there to meet my residents. I get to meet so many people that I would never get to meet if I didn’t go out there to do Homecheck” **Housing Officer**

However, the project is not set to achieve its target of collecting resident data to identify residents’ needs over the next five years, and the Panel has calculated that this will take over 10 years at the current progress rate. This is essential to tailor services to everyone and also to comply with the Regulator of Social Housing’s expectations.

Officers have been frustrated by a lack of software to collate data (the Panel understands that this has now been ordered now that the pilot is working) and by a lack of mobile devices such as tablets to collect data, meaning that there are inefficiencies in the administrative duties at a time where the Housing Assistant posts have not been filled.

vii. Are the Housing Officers sufficiently resourced and supported?

The Panel did not examine budgets or benchmarks, as the review chiefly focused on communication. A majority of those who supplied evidence did not think Housing Officers in Lewisham were sufficiently resourced.

“I’ve been shuffling around for weeks and weeks, saying’ that will wait’. My priorities change on a weekly basis and then my inbox takes over and it gets to a point where it all won’t wait any longer” **Housing Officer**

There were numerous examples of a lack of time for core duties, training and development and to fill the void left by cuts in other support services. Certainly in a perfect world, the Panel would prefer the Council to look at further resources to reduce patch sizes in line with the 2023 [Better Social Housing Review | Chartered Institute of Housing](#)

The Panel felt that there was scope for more smarter working. For example, when a suggestion was made to the focus group that access for Home checks could be facilitated through annual gas servicing, participants were incredulous about how that could ever be made to work due to a lack of joined-up working and systems.

The Panel believes in making every contact count and feels that more work could be spent across the teams identifying opportunities for this, particularly for a few key priorities. Likewise, using tablets with a SIM would enable smarter working and less administration time. Management has been supportive in shifting tasks, such as duty phone calls, to the corporate call centre.

There may be scope to expedite home checks by removing duties associated with drug dealing, which involves some duplication with ASB Officers. Videos of homes about to be let could be created by the Voids Team for applicants with only one offer, saving time on viewings and reducing the need for multiple viewings.

There is a slight disconnect between senior management and the Panel, and the Panel felt that more empathy could be shown in encouraging Housing Officers.

“Clare gets it but above that, they don’t understand what happens on the ground – we understand it may be good for residents but it’s not practical” **Housing Officers.**

The Panel feels that more thought needs to go both into bridging this gap and between service teams. The role of the Housing Officer is a challenging one, and motivation to be the best can be hard to find while the Council is being inspected and reported on by key government agencies for past failures. Housing Officers and the Panel had experienced inter and intra service teams awaydays to set priorities and listen to customer-facing staff views, which built mutual respect.

7. Learning and review for future projects

The review went smoothly, and the logistics were far superior to previous reviews. Communication between the Panel and the Directorate was smooth with no cancelled appointments, and the Panel is extremely grateful for this.

Panel members had to learn to facilitate focus groups and received training for this purpose, which expanded their knowledge and experience.

Senior managers expressed several reservations about scrutinising this area due to low morale and high workloads in the teams. However, Housing Officers themselves fed back that they enjoyed providing us with evidence and felt “listened to,” and were able to reappraise their view of resident engagement as being constructive. The interaction between Panel members and Housing Officers was mutually beneficial to both sides.

The Panel felt slightly frustrated in not being able to select which officers to meet randomly and there remains a little disquiet about officers being “cherry picked”.

However, Panel members were also able to reappraise their view of Housing Officers and their dedication. Scrutiny involves resident panel members being

able to set aside any pre-existing views, and the Panel certainly had to exercise this discipline in this review.

The Panel remains of the view that there is an urgent need to recruit some new members to share the workload and refresh.

Table of recommendations

The recommendations overleaf are colour-coded into the following:

High Importance
Medium importance
Low importance

Number	Findings	Recommendation	Management Response	Officer Responsible	Timescale
1. How is the name and role of Housing Officer communicated?					
Insufficient information to residents		Multi-channel ongoing communication campaign to advise residents who they are. Posters/portal/web page/social media/letters/newsletters/text/video	Agreed - We are currently looking at the redesign of the new portal in collaboration with residents. We will include information regarding the Housing Officers and their roles as part of this. The project will launch in April 2026.	Tracy Pasifull/ Anna Wojtasewksa	December 2026
			As an interim solution we will explore the option of adding the following link Lewisham Council - Housing officer search to the portal	Tracy Pasifull/ Anna Wojtasewksa	May 2026
		All HO's should introduce with a poster/text themselves and their role	Agreed - We can use the Bulk Text option on HMS to send out texts when there is a change to the Housing Officer	Tracy Pasifull	Ongoing

Number	Findings	Recommendation	Management Response	Officer Responsible	Timescale
		when they join or get a new patch			
2. How do residents know what to expect from their Housing Officer, and how does this affect resident satisfaction and team motivation?					
Insufficient information to residents	See above, plus regular features and articles such as this A day in the life of a Housing Officer - Cheshire West and Chester Patch annual newsletters Greater information about what they do not do and how to get repairs done? brand #LewishamHousingOfficers Roles and responsibilities of your Housing Officer London Borough of Barking and Dagenham	Agreed - We will review the information on our website. Part agreed - We cannot commit to an annual patch newsletter but we can use existing resident Newsletters and web content to reinforce the Housing Officer’s responsibilities. The redesigned portal should also reflect this through clearer navigation and content. A day in the life of article will be published with further articles later in the year to reinforce changes to the web and portal	Tracy Pasifull/Kimon Daltas	27 March 2026 March – December 2026	

Number	Findings	Recommendation	Management Response	Officer Responsible	Timescale
3. How easy is it for residents to communicate with their Housing Officer?					
	Evidence shows that there is high dissatisfaction with this	Publicise the HO Inbox within the campaign above. Monitor inbox responses.	Agreed - We are already publicising the Housing Management inbox as the preferred method of contact into the team in all correspondence and information which is sent to residents. This inbox is monitored by the Housing Assistants. Responses are monitored as part of monthly 121s	Donna Boyle Ongoing	Completed
4. How can the Panel improve resident satisfaction with the Housing Officer?					
	Resident satisfaction is low because residents do not know what they do and expect Housing Officers to resolve repairs issues	Removing some of the ASB duties such as drug dealing to reduce dual roles Rename HOs as Tenancy Officers	Agreed - Drug dealing is already dealt with by ASB. Agreed - We can explore whether changing the name of the Housing Officers would be beneficial. However, any changes, would impact policies, procedures and HMS so there would be a significant cost to do so.	Tracy Pasifull	Completed January 2027

Number	Findings	Recommendation	Management Response	Officer Responsible	Timescale
			The recent restructure within Quality and Investment introduced Resident Liaison Officers and Customer Experience Officers, which will improve support for residents and reduce the reliance on Housing Officers to deal with repair issues. A review will be undertaken following the implementation of the changes within Quality and Investment and communication campaign to see if the changes already made have had the required impact.		
		Communication as above	Agreed - As above		
		Ensure HO calendars are accessible to support sickness	Agreed - All Housing Officer's diaries should be accessible to view. This has been checked and confirmed	Tracy Pasifull	Completed
5. How can the Panel assist with recruitment?					

Number	Findings	Recommendation	Management Response	Officer Responsible	Timescale
	The Job Description is dated and not attractive Induction is thorough	Rewrite JD with HO's and include attractive elements of the job using Artificial Intelligence (AI) Consider smarter solutions to corporate recruitment permissions	Agreed Not agreed - The Permission to Recruit process is a corporate one, which we have no authority to change.	Tracy Pasifull	June 2026
6. How does the Homecheck pilot help achieve outcomes for residents?					
	We can evidence systematic positive outcomes, such as data, identifying residents with additional needs, increased signposting for support, and motivation and positive feelings from staff in meeting the needs of all residents.	Continue to install software to process the data from the pilot. Engage residents to improve the process Consider hiring company/staff to telephone residents Video call some Homechecks	Agreed - The project to utilise HMS to record and report on Homechecks is underway. Agreed - Survey has been sent to those residents who have had a Homecheck asking for feedback. The results of this will determine whether any further workshops are required. Not agreed - We do not have the resources to hire a company of additional staff to telephone residents. Not agreed - The purpose of the Homecheck is to inspect the	Tracy Pasifull/ Anna Wojtaszewska Tracy Pasifull	June 2026 May 2026

Number	Findings	Recommendation	Management Response	Officer Responsible	Timescale
		Report publicity about the pilot without mentioning cold calling	property to ensure it is being maintained to an acceptable standard and whether the tenant has any additional support needs so we do not believe video calls would be an effective way of capturing this information. Agreed - We can publicise the outcome of these checks and promote the benefit.	Tracy Pasifull/Kimon Daltas	June 2026
7. Is the HO service sufficiently resourced and supported?					
	Patch sizes are large compared to others, and the CIOH/NHF report confirms this. Slight disconnect between senior managers and customer-facing staff	When resources become available, reduce patch sizes and set out a strategy to do so in advance. Consider larger patch groups, such as Deptford, to enable more comprehensive coverage.	Agreed - We will consider this if additional resources become available. Not agreed - Patches are already allocated on a geographical basis. We regularly review HO caseloads and if we notice an imbalance we will reallocate work accordingly.		

Number	Findings	Recommendation	Management Response	Officer Responsible	Timescale
		Work smarter through: Chatbot on the HO web page with common questions. Video viewings & for six-week visits Regular awaydays for managers/ Housing Officers to discuss role and consistency of service to those with additional needs.	We will investigate the use of Chatbot Not agreed - During the viewing. The Housing Officer provides important information and answers questions for example around fire safety. This wouldn't work in the same way if viewings were virtual. Some viewings are also multiple viewings. Welcome visits are already carried out over the telephone where this is better for the resident due to work commitments. Not agreed – We do not think away days would be the most cost effective way to ensure consistency of service. We utilise “Bitesize” briefing sessions to talk about the role and ensure consistency across the department. Sessions have included the following.	Tracy Pasifull	March 2026

Number	Findings	Recommendation	Management Response	Officer Responsible	Timescale
			• Safeguarding • Hoarding • Cuckooing and County lines • Professional Curiosity • Suicide Awareness We have introduced monthly drop-in sessions to discuss complex cases involving vulnerable residents.		
		Regular awayday for all service teams on how to utilise “every visit counts” for key housing priorities	Not agreed - We do not think away days for all service teams would be feasible; however, we can do a webinar(s) around this.		
		Promote external networking and training & development opportunities for Housing Officers	Agreed - Development opportunities are discussed and encouraged as part of the appraisal process.	Tracy Pasifull	July 2026
		More internal recognition and incentives e.g. awards for HOs	Partly agreed - We already have corporate awards. We do not have a team budget for rewards, but we have a “celebration of success” section as part of every department		Complete

Number	Findings	Recommendation	Management Response	Officer Responsible	Timescale
			meeting. The Head of Service also shares good news stories in her monthly updates to the team.		

Appendix 1 Focus Group Questions

Tell us about your job? What do you do?

How do residents know what to expect from your role?

How do residents know who their Housing Officer is?

How do you prioritise tasks?

How do you know this matches resident's needs & priorities?

Tell us about the Homecheck pilot?

How were you/residents informed or consulted about this new pilot?

How do you feel about it? Is it working? [Prompt how often do you visit]?

How did you learn the role of Housing Officer?

What support/training do you get?

How can you ensure management understand any issues with the job? (how do you feed back?)

What are you are you proud of about the service?

What would you improve (prompts structure, funding)?

Where do you see the service in 5 years?

Additional Questions for Managers

Who wrote the Home check pilot proposal and where did it go to for approval?

Apart from Homecheck, are there any other initiatives to collect residents' data?

If money was no object/magic wand – what would you like? Options

What incentives are there to motivate HO's to perform well?

How are residents involved in policies and priorities?

How are HO's measured?