

Cabinet

Monday 2 February 2026

3.00 pm

Ground floor meeting rooms, 160 Tooley Street, London SE1 2QH

Supplemental Agenda no. 1

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11.	Better Repairs - Repairs Modernisation To note the better repairs programme which outlines Southwark's approach to improving the Southwark repairs service.	1 - 35

Contact

Paula Thornton on 020 7525 4395/7055 or email: paula.thornton@southwark.gov.uk;
constitutional.team@southwark.gov.uk
Webpage: southwark.gov.uk

Date: 26 January 2026

Meeting Name:	Cabinet
Date:	2 February 2026
Report title:	Better Repairs Plan – Repairs Modernisation
Cabinet Member:	Councillor Portia Mwangangye, Cabinet Member for Council Homes
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Set out in paragraph 124-125

FOREWORD – COUNCILLOR PORTIA MWANGANGYE, CABINET MEMBER FOR COUNCIL HOMES

Delivering high-quality repairs and maintenance services is fundamental to our commitment to provide decent homes for all. Every resident deserves a safe, secure, and well-maintained home, and this principle sits at the heart of our Southwark 2030 vision.

The Better Repairs Plan represents a bold step forward in modernising our repairs service. It responds to the challenges identified by residents, staff, and the Regulator of Social Housing, and it reflects our determination to put residents first. This programme will ensure repairs are completed on time and right the first time, improve communication and transparency, and embed a culture of accountability and continuous improvement.

We know that the current service has not always met expectations. Too many residents have experienced delays, repeat visits, and poor communication. This is unacceptable, and we are taking decisive action to change it. Through investment in technology, workforce development, and a new neighbourhood-based delivery model, we will create a service that is efficient, responsive, and focused on residents' needs.

Better Repairs is not just about fixing problems. It is about building trust, improving satisfaction, and ensuring compliance with new regulatory standards, including Awaab's Law. It is also about financial sustainability, reducing reliance on contractors, and delivering value for money for our tenants and leaseholders.

I want to thank our residents for their feedback, which has shaped this programme, and our dedicated staff for their commitment to delivering these improvements. Together, we will create a repairs service that reflects the values of fairness, accountability, and quality that our community deserves.

RECOMMENDATIONS

1. To note the Better Repairs Plan as set out in this report which outlines Southwark's approach to improving the Southwark Repairs service.

2. To note the progress made under the Housing Services Improvement programme to improve the repairs service, following the C3 grade given by the Regulator of Social Housing.

REASONS FOR RECOMMENDATIONS

3. Delivery of high-quality housing services is a key priority across the council. Our Southwark 2030 strategy sets out our shared vision for 2030, which is that together we will build a fair, green and safe Southwark where everyone can live a good life as part of a strong community. A decent home for all is a key goal area of Southwark 2030 strategy with the specific commitment to 'further improve our repairs service, so repairs to our council homes and estates are done on time and right first time.'
4. The council must also comply with new regulatory frameworks including the Regulator of Social Housing consumer standards and new requirements that came into force on 27 October 2025 under the 'Hazards in Social Housing (Prescribed Requirements) (England) Regulations 2025', also known as Awaab's Law. Failure to comply would put the council in breach of its statutory duties and at risk of sanction by the Regulator of Social Housing.
5. This paper sets out the Better Repairs Plan which will lead to significant improvements to resident experience, the condition of homes and will deliver gross financial savings totalling £1.343m in 26/27, £1.858m in 27/28 and £2.281m in subsequent years which can be reinvested into improving the condition of homes.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

6. No alternative options have been considered for the reasons set out in above.

POST DECISION IMPLEMENTATION

7. The council has allocated additional resources and implemented new governance arrangements to ensure the Better Repairs Plan is delivered.

BACKGROUND INFORMATION

8. Our Better Repairs Plan is key to delivering on Southwark's ambition to be a good landlord. There is strong corporate and Member commitment to the importance and value of the Housing Repairs service and Southwark's size means it can operate at scale and has the potential to innovate and improve rapidly.
9. Involved residents play an active role in identifying ways to improve the service and through consultation on our new Resident Engagement Strategy, residents expressed a deep sense of care for their area and strong desire to help set local priorities with a strong focus on investment in repairs and improvements to estates. New engagement structures will strengthen opportunities to scrutinise and influence the design of the repairs service to ensure that residents have a real voice in how commitments are delivered, and in scrutinising the service.
10. Southwark directly employs highly experienced and skilled craftspeople, officers and managers who are committed to working on behalf of residents. Initiatives such

as damp and mould and disrepair teams and the estate action days have enjoyed a measure of success.

11. Tenant satisfaction measures are improving; overall satisfaction with repairs has risen from 63% in 23/24 to 65% in 24/25 (above the London Councils median of 64%). Tenant satisfaction with the time taken to complete the most recent repair has risen from 60% in 23/24 to 64% in 24/25 (above the median of 62%).
12. Following a planned inspection, the Regulator of Social Housing (RSH) published their November 2024 regulatory judgement, which stated that ‘the inspection has provided us with assurance that Southwark Council is delivering an effective repairs service’. However, it was also noted that there is scope to improve consistency in repairs completion times, a view that is evident in the volume of resident complaints regarding the repairs service.
13. The Regulator also had assurance that Southwark Council is prioritising its repairs and maintenance service to drive the improvements required. This included the commission of an independent review of the repairs service in September 2024 to ensure there was an objective view of the issues impacting service delivery, customer satisfaction and value for money. The recommendations from the review have been incorporated into the plan along with more recent analysis of resident feedback and complaints and root cause analysis of low productivity and overdue repairs.
14. Our residents deserve the best and we recognise the importance of a repairs service where repairs are done on time, to a high quality and where residents’ needs are met. The Better Repairs Plan sets out the vision for the service, our understanding of what needs to change and how this will be done.
15. Repairs related to district heating is an area that affects many residents. The district heating service is comprised of a complex array of interwoven services including energy procurement, boiler house and plant room maintenance, network, block and dwelling repair works, control systems, metering and decarbonisation. It is subject to its own “Heat Networks Strategy” approved by cabinet in September 2021 and was the subject of a recent Housing Scrutiny report titled “Review of District Heating and Related Issues” in December 2025. Both of these reports can be found via the background documents section of this report. With this in mind, district heating is not addressed in detail within this report.

Our vision

16. Residents have told us that a common cause of frustration with the repairs service is a lack of coordination and failure to keep residents informed when repairs become more complex. Our vision is to transform our residents’ experience of interaction with the repairs service to one where the resident is kept informed, we have the right skills and resource in place to always meet the demand of the service, and we are delivering value for money.
17. The following features articulate the vision for how the service will operate to be further developed with residents and those responsible for delivering the service.

Feature 1. Neighbourhood-based repairs teams and a borough-wide specialist and improved planning functions

18. The Neighbourhood model mirrors the structure already used in Landlord Services, with the borough divided into North, South and Central zones. Each area will have a dedicated repairs team responsible for the homes in their patch. This creates clearer ownership, closer relationships with residents and a more responsive service for each area, improving the efficiency and effectiveness of the service.
19. Access to Neighbourhood-based repairs teams will:
 - Give residents clarity at each stage of the process by explaining what will happen next and removing the need for residents to formally issue repeat requests
 - Identify wider concerns early by using routine repair visits to spot emerging issues such as damp, disrepair or other hazards and flag them for action
 - Make it easier for residents to report issues and stay informed by enabling them to report repairs online, choose convenient appointment slots, and receive status updates, including for communal repairs
 - Ensure repairs are tailored to resident need by giving staff the right information to diagnose the issue(s) accurately, and match the response to the home, resident and/or situation
 - Drive continuous improvement by using data and resident feedback to target problem areas, improve performance and enhance the service

Feature 2: A workforce model that ensures operatives have the right time and skills to carry out repairs

- The right skills and resource are in place to always meet the demand of the service
- Operatives are allocated work based on the right skills and to minimise travel time, carry out emergencies and prevent missed appointments
- Staff health and safety management requirements are met
- There is a highly productivity environment supported by new technology
- Where contractors are used, contract management is robust to achieve value for money

Feature 3: Repairs are done right first time

- Operatives are allocated work based on the right skills and to minimise travel time, carry out emergencies and prevent missed appointments
- The improved planning function enables operatives to carry out repairs on the first visit
- Contact centre staff are trained to ensure repairs are diagnosed correctly, so that they are completed right first time
- Communication is proactive so residents know when the repair is going to happen, issues are resolved proactively and no access to properties is minimised
- Repairs are predominantly carried out by appointments arranged between the contact centre and residents
- Tenants have consistent experiences with open and transparent communication and fair application of responsibilities

Feature 4: Data and Technology

- Improved self-service option for residents where they can raise and track repairs online
- Implementing Plentiful Market place to ensure the Council can deliver cost effective quality repairs where works cannot be completed by the in-house team
- Using technology such as sensors and data heat maps to identify damp and mould cases at an earlier stage
- Using data from the stock condition survey to inform the required planned works to reduce the volume of future responsive repairs.

Feature 5: A streamlined stores and depot network

- Tools and materials are automatically ordered so operatives can carry out repairs on the first visit (ensuring the right equipment is used for the right job)
- Operatives can travel from home directly to their first job and collect materials from local merchants to reduce travel time and therefore the time it takes to complete a repair

Feature 6: Robust controls and monitoring of financial performance

- Reduced reliance on subcontractors and strong controls on spending to have the right investment in our homes
- The right data is available for accurate budget forecasting and management
- There is a forward plan and strategy for repairs procurement so contracts are compliant and achieve best value for our residents.

Feature 7: Improved turnaround time for empty homes

- Full visibility of void progress across teams enabling better planning and alignment on timeline and responsibilities
- A data-driven approach to delivery, analysing property and tenancy information by geographic area to tailor approaches
- Pre-inspections that proactively address meter issues, clearances, removal of adaptations, support early repair planning etc helping streamline voids process and reduce delays
- Enhanced resident experience through additional touchpoint and support through tenancy transition
- Earlier intervention and planning utilising notice periods to complete preparatory work and provide greater pipeline visibility, reducing re-let times
- Improved team coordination and services that are tailored to local conditions

The Heat Networks Strategy

20. In developing the Heat Networks Strategy, the council analysed a range of data to prioritise investment. The main data points assessed were system condition, gas consumption, availability and customer satisfaction. Based on this analysis, certain sites were prioritised for different actions – some for replacement pipework, some for feasibility studies and some for boiler renewal.
21. In the last few years, the following works have been completed, demonstrating our commitment to invest in and improve our heat networks:

Estate/Building Name	Works Completed
Albert Barnes Boiler House	Risers, dwelling internals, heat meters
Aylesbury Estate	Boiler house and plant rooms renewals
Brimmington and Pomeroy	Underground mains replacement
Consort, Newington, Wyndham	Water source heat pump installations
Cossall Estate	Boiler house renewal
Dighton Court	Boiler house renewal
Fielding Street	Boiler house renewal
Harfield Gardens	Boiler house renewal
Masterman House	Boilers, risers, dwelling internals, heat meters
Newington	Underground mains replacement
North Peckham	Boiler house renewal
Perronet House	Boiler and flue work
Primrose House	Boiler house renewal
Rouel Road and Four Squares	Plant rooms renewal
Salisbury	Underground mains replacement
Sceaux Gardens	Replacement boilers
Silverlock Estate	Hot water system improvements
Sydenham Hill	Replacement boilers
Wyndham Estate	Underground mains replacement (phase 1)

22. In addition to the above, statutory cost-effectiveness tests, required by the Heat Networks (Metering and Billing) Regulations were carried out, which defined a list of estates where dwelling heat meters were required. The council has now installed around 1,000 heat meters in existing properties where these were required across Cossall estate, Crane House, Osprey estate, Sceaux Gardens and Surrey Docks (Downtown North & South Estates). These meters are saving residents money with average charges around 5% lower than non-metered. We also have around 1,400 heat meters in new homes where they are required from the time of construction.
23. The Heat Networks Strategy also established a Heat Network Governance Board chaired by the Cabinet Member for Homes and attended by senior officers representing different disciplines. It meets every 6 weeks to consider the performance and improvements that can be made to heat networks across the borough.
24. Heat networks are currently transitioning from operating in an unregulated market to a regulated market. Multiple government consultations are currently underway to inform the details of this transition. As the new regulatory picture becomes clearer officers will present separate papers and proposals to the cabinet for its consideration.

Resident experience

25. The plan will be informed by the new Resident Experience Plan including work to review our current training packages, the development of a new customer standards-based package for all front-facing staff including the repairs service.

26. Improvements to customer experience and access have begun with the 'ideal' journey for repairs online reporting mapped out. As part of the first phase of improvements, key changes have been made to the online form used to report damp and mould.
27. We are continuing with our Repairs Action Day which are dedicated days where council teams from Repairs, Resident Services, Public Health and other council departments and local councillors set up on an estate. Feedback from Repair Action Days has been overwhelmingly positive, with many residents asking for repeat visits to their estate.
28. We have analysed the housing complaints email inbox to look for repeated themes, patterns and systemic issues that residents are raising.
29. The new Resident Engagement Strategy has been approved and sets out the approach to new structures for scrutiny and engagement for repairs.
30. Complaints analysis highlighted significant delays in completing repairs and resolving issues when things go wrong. Service delivery is not always considered from the resident's perspective and there is a lack of prompt resolution and poor communication with residents when their repairs are being addressed.
31. As part of preparation for Awaab's Law a cross-council working group has been implementing several changes to improve compliance with the new legislation.
32. Changes have been made to the online form to improve triage of cases including:
 - Improved signposting for non-Southwark Council tenants to contact their own landlord, or to contact the private renting sector team at Southwark. This is to cut down the number of potential referrals to the damp and mould team and to help other residents get help and advice.
 - Added questions to form to better triage and assess the severity of the case including how many rooms affected and how bad the problem is in terms of size and added the ability to upload multiple photos.
 - Amended the form triage so that if any vulnerabilities/ health conditions selected the form will be flagged as urgent so that cases with vulnerabilities/ health conditions can be prioritised.
 - When the form is submitted, the resident is given a unique number and receives a copy of their responses. The unique number is also sent to the damp and mould team to enable more effective tracking of referrals.
 - The form is date stamped with the submission time and date as this is when the clock starts ticking for the team to respond.
33. An updated contact centre agent script to gather email address, confirm scope of damp and mould at the property and to gather vulnerability information is in place. There has also been a roll out of a surveyor video call process for remote review of issues at residential properties and updated resident and member communications.
34. Damp and mould cases that are overdue by more than one month have reduced from 673 at the end of March 2025 to 223 at the end of October 2025. Open category 1 hazard cases have reduced from 39 to 5 in the same period. There was

not an immediate spike in reports of damp and mould after Awaab's Law implementation date on 27 October 2025.

The right workforce and tools

35. There is a housing wide training and development programme in progress to deliver training needs analysis skills.
36. Issues with the Connect system have been resolved to provide managers with insight into productivity and visit results to bring about immediate day to day improvements.
37. The job-raising process is being revised so that each job includes a defined time required to complete the repair activity. Operative productivity along with data that shows the barriers to completing repairs on time is being reviewed during regular one-to-one meetings to support a culture of continuous improvement in operational efficiency.
38. We have implemented Plentific Marketplace, which enables work to be allocated to subcontractors. The first batch of repairs went live on Plentific Marketplace on 10th November. In the first week of use, an average of 5.3 quotes were received per work order representing good contractor engagement and competition. Reporting on the system is comprehensive to enable close management oversight of the marketplace such as the number of quote variations, appointments kept and first-time fix.
39. The initial phase was designed to allow the service to test the capabilities of Marketplace and to gain confidence in a controlled manner against the agreed processes. Whilst most of the repairs allocated during the first phase are communal repairs, progress notification messages have been enabled for those jobs that do require resident interaction. Integrations between NEC Housing repairs and Plentific developed which enable repairs to be raised in NEC and completed in Plentific with both systems in sync. Training has been provided to over 25 staff members who will run the service based on agreed procedures.
40. A review of issues with the current repairs system, Service Connect, has been carried out to understand the actions required to make short term improvements to repairs management. Many of the changes needed relate to how operatives' trades and skill sets and job management information have been configured, so system improvements are enabling repairs managers improved insight into work order completion resulting in initial service improvements. Integration issues with NEC that have impacted on reporting have also been resolved and new management reports are now available.
41. Procurement is also underway for an integration product and partner to ensure the standalone systems used within Repairs and Maintenance are integrated to resolve some of the issues around data, for example bringing asset and person data into NEC and Service Connect/Plentific.

Value for money

42. Strengthened procurement and contract management arrangements are now in place to ensure repairs activity is well governed, cost-effective and compliant. An Interim Head of Operations provides enhanced oversight of contractor deployment, performance and spend. The introduction of the Plentific Marketplace will now enable compliant access to vetted ad-hoc contractors and offers improved monitoring through integrated performance and cost-tracking data. Work-order controls, budget and commitment reporting, and contract governance processes have been tightened, ensuring improved visibility of commercial risk, better value for money and increased assurance over contractor activity.
43. Initial changes have been made to revert emergency response times from the current two-hour response (set during the pandemic) back to 24-hour response time. From November onwards, this change is expected to reduce out of hours overtime costs, with a projected additional annual saving of 10%.
44. Closer scrutiny of sub-contractor expenditure has been introduced, with performance targets now embedded into regular contract management meetings. The implementation of Plentific further enhances our oversight.
45. The strategy being developed is to shift to more repairs being carried out in-house with a target of delivering up to 90% of repairs via the DLO, reducing reliance on external contractors. System issues have been resolved, enabling managers to monitor individual performance through regular 1:1s and set clear expectations. Improved productivity is anticipated to further reduce sub-contractor costs and help identify types of repairs where operatives have been unable to complete repairs and for what reason e.g. lack of time, materials etc.
46. Year-to-date (April to July) financial performance data shows a 10% reduction in spend compared with 2024/25 for equivalent works. This downward trend is expected to continue under the current arrangements and increase pace as improvements are implemented. The table below shows the decreasing spend on sub-contractors since May 2025:

Month	Voids	Aylesbury	EICR	Day to day	Communal	Total
May	474,730	–	–	223,729	366,526	1,064,986
June	554,809	89,509	3,933	193,594	332,487	1,174,333
July	733,002	128,110	4,416	226,895	360,142	1,452,565
August	505,387	77,316	–	152,876	250,665	986,244
Total						4,678,128

Voids

47. A detailed discovery has been undertaken utilising a service design methodology. This enabled the identification of recommendations for improvements which were approved in August. Initial focus is on process improvement for the most common causes of delay (meter issues and key management issues) and on implementing a new integrated voids solution to replace the current spreadsheets in use. Systems the council already owns will be used for managing voids for end-to-end management from end of tenancy processes through to the allocations stage.

48. Short-term operational improvements have been implemented to improve performance including tighter cost controls and a change to void inspections and an increase in prospective tenants attending viewings to limit refusals. Four new void contractors have been procured to increase the delivery capacity of the team; these contracts will start in January 2026.

Better Repairs Plan projects

49. The plan has been shaped into eight projects to deliver the change needed:

Project	Focus
RP1: Organisational development	The right skills and resource are in place to always meet the demand of the service
RP2: Resident experience & access	Improved repairs reporting experience including the online experience so residents can book appointments and get status updates including for communal repairs
RP3: Operating model and ways of working	A workforce model that ensures operatives have the right time and skills to carry out repairs
RP4: Financial management	There are robust controls and monitoring of financial performance
RP5: Systems and data	Improved back-office systems so we can send the right person with the right tools to complete repairs on the first visit and ensure staff have information that means they can tailor the repair to the home, resident or situation
RP6: Voids improvement	Reduced time to turn around our empty homes
RP7: Procurement and contract management	There is a forward plan and strategy for procurement so contracts are compliant and achieve best value.
RP8: Damp and mould	Implement Awaab's Law to tackle damp and mould and be more proactive with damp and mould

Drivers for change

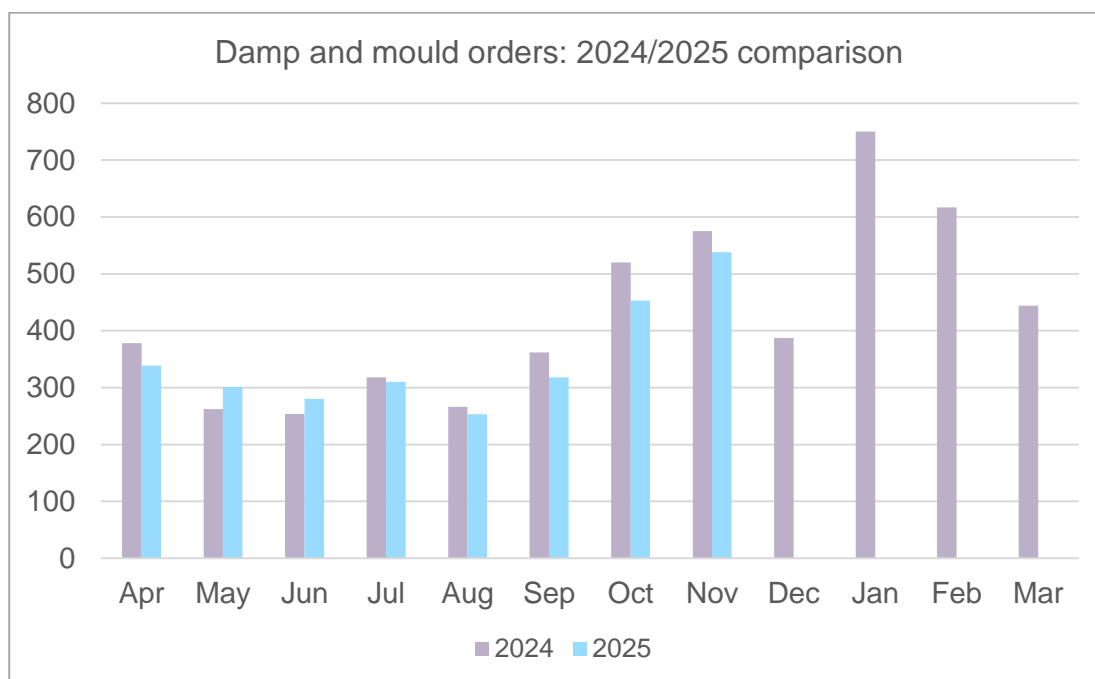
Complaints and satisfaction

50. Following the establishment of the housing complaints team, an operational drive has greatly improved performance on complaints. A detailed review and analysis of the service resulted in recommendations for further improvements which have been introduced. This includes wider service changes, with a phased approach of functions being transferred to the Housing complaints team to increase streamlining and efficiencies, as well as improved IT to manage workflows. These changes have had resulted in a complaints backlog of several hundred at the beginning of the year being reduced to zero, with all stage 1 complaints being responded to within the ten-day target since October. Work is ongoing to make further efficiencies and ensure continuing quality of the responses, as well as providing feedback to the service on areas for improvement and training.

51. Repairs complaints account for 54% of the 8,000 stage 1 complaints received between July 2024 and June 2025 with £478,932 paid in compensation across 2,623 repairs cases.
52. As set out in the Housing Ombudsman landlord performance report for 24/25, there were 66 landlord findings relating to the property condition, with 67% determining there was maladministration. The top categories relate to responsive repairs (primarily leaks, damp and mould). There is a 73% maladministration rate nationally, so the challenge is not specific to Southwark Council and the percentage for Southwark is 1% lower than for landlords of a similar size. Appendix 1 shows findings by sub-categories and the associated findings.

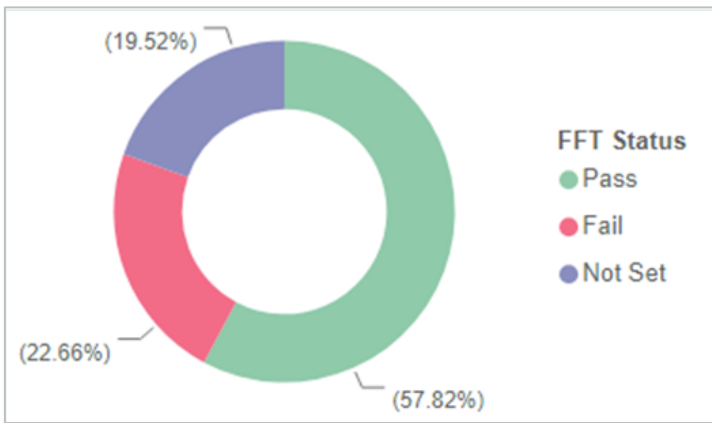
Compliance with Awaab's Law

53. On 27 October 2025, new regulatory requirements known as Awaab's Law came into force that mandate social landlords to address all emergency and significant damp and mould hazards within fixed timeframes. The regulations will be further extended in 2026 and 2027 to cover additional hazards.
54. Following the Housing Ombudsman's "Spotlight" report in October 2021, a dedicated team was established to handle damp and mould cases holistically, focusing on both treatment and prevention. As shown in the chart below, there have been slightly fewer new damp and mould repairs this year but there is still a high volume with seasonal peaks in January of each year.



Repairs performance

55. Current first-time fix data indicates that 57.82% of repairs are completed on the first visit. The target is to increase this to 80% through the delivery of the plan and its benefits realised.



56. The table below shows the performance for April to September 2025; performance is off target for all measures. The first two indicators are based on resident feedback via surveys sent on completion of each repairs visit which suggests residents are satisfied once a repair is carried out with delays to repairs completion being the main driver of dissatisfaction. The second is based on job completion data in council systems.

Measure	Target	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25
Repairs completed on the first visit	85%	84%	86%	87%	87%	90%	74%	81%	84%
Overall satisfaction with repairs service	90%	92%	94%	93%	91%	93%	84%	90%	91%
Percentage of non-emergency repairs completed on time	90%	77%	79%	77%	83%	84%	80%	80%	81%
Percentage of emergency repairs completed on time	95%	92%	88%	79%	87%	85%	87%	85%	86%

57. Delays to completing repairs can also affect the letting of commercial properties and the resulting income so a better repairs service will benefit those operating commercial premises within our blocks and residents.

Voids management

58. Addressing the challenges with voids is a priority area for the council. When benchmarked against peers in the Housemark 23/24 benchmarking data, performance is below the median as shown in the table below for June 25 with rent loss based on two-bed properties:

	Target re-let time	Actual re-let time	Rent loss per voids	Monthly rent loss	Annual rent loss

Minor	28 days	106.63 days	£1,418.89	£109,254.53	£1,311,054.36
Major	100 days	179.25 days	£1,460.25	£105,138.00	£1,262,656.00
Total				£214,392.53	£2,572,710.36

59. Voids cost is £14m per annum including £4m in rent loss due to the extended void period. Voids loss was 3.1% in 23/24 against a quartile average of 2.4% and there is a high average void cost at £10k per void.
60. Over the last few years, the council has consistently brought back into use approximately 1300 voids per year, and current performance is tracking to match this. In 2025/26, 1048 voids have been delivered with three further months of activity still to report. On current trajectories, the service is expected to finish the year with higher numbers than the average of the previous three years. Please see table below:

Year	*GN Minors	GN Majors	GN Non Active	Sheltered	*TA Hostels	Estate Voids	*PSI/SLA	Supported	TOTAL
2022-23	198	450	45	75	5	373	65	81	1292
2023-24	227	396	55	68	47	417	71	158	1439
2024-25	122	204	76	65	42	599	64	151	1300
2025-26	109	145	82	58	40	426	73	115	1048

*GN=General Needs, TA=Temporary Accommodation, PSI/SLA=Private Sector Leases

Cost and efficiency

61. There is a high cost to delivering the service. There is strategic aim to invest in the DLO and reduce reliance on contractors.
- There are 179 operatives (125 permanent, 43 agency and 11 apprentices) in post; Southwark pays around £12m annually in salaries to the DLO and £18m to private contractors.
 - The repairs service runs with a continuous deficit, currently running at around £7.7m including the high void costs.
 - Southwark have 25 disrepair claims per 1,000 properties per annum compared to a London median of 23 claims and pay an average of £6,000 per disrepair claim (down from over £11,000 over the last 10 years) compared to a London median of £2,929.
 - There has been continual growth of disrepair claims since 2018 with volumes growing from 250 received in 18/19 to 1,038 received in 24/25 (315% increase).
 - There is a high cost of overtime; in the period April 24 to March 25, the out of hours overtime cost was £642,027, or £127.34 per job.
 - Average cost of a repair was £242 compared to sector average of £160.
 - Southwark average of 4.4 repairs per property against sector average of 3.5 repairs per property.
 - 30% of repairs are emergency orders against a top quartile measure of 15%.

- The Contact Centre handles a high volume of calls (231,757 in 24/25) equating to 6.4 calls per property which is above sector average. Only 55% of calls to the existing repair line are answered (93% for new repairs).

62. Low productivity increases sub-contractor costs, increases waiting times and repeat visits to residents creating lower satisfaction with the service. Based on c.87,000 work orders completed in 2023-24 an increase of 1.8 productive hours per day reduces costs by approximately 30% across the year, which demonstrates potential benefits from increasing productivity.

Workforce challenges

63. There are threats to the longer-term sustainability of the DLO. For example, the way that the grade structure works is that a new employee starting at the 'Qualified' level would take 15 years to get to the top of 'Lead'. A new apprentice (plumbing/electrical) will take 3-4 years to complete the apprenticeship. A range of skills and experience and clear career progression is needed, balanced with the right mix of skills and experience to meet the demands of the service.

64. There are issues around the 2021 assimilation process where employees' new pay scales were based on a productivity bonus scheme; those with higher bonus pay ended up on higher scale points, leading to feelings of inequity. On call arrangements are limited to a few members of staff and other staff cannot be added without one coming off it. There is also an aging workforce with 42% of operatives aged 55 or over and 30% under 40. Although turnover in the DLO is relatively low, some trades such as plumbing are hard to fill. A workforce strategy is needed so a succession plan can be set out to ensure the structure is resilient to any changes from retirement to external threats.

65. There are multiple systems in use for repairs and within the housing directorate which are supplemented by spreadsheets and bespoke tools. Most are in the implementation stage. Data is also siloed and poor quality resulting in lack of insight for improvement and the potential to raise unnecessary repairs and weaknesses in meeting residents' needs. New systems and technologies are being put in place to enable the features of the new repairs service from ensuring that systems are joined up so staff have the right information to raise repairs, repairs are scheduled in a way that minimises travel time and the right skills are selected and residents can raise, book and follow up repairs online in a way that suits them.

Staff engagement

66. In November 2025, an away day with repairs operatives was held to start work on engagement and co-design of the future of the service. Three common themes were identified:
- Issues when raising repairs are a driver of inefficiency such as the wrong description for the job and poor diagnosis
 - Operatives raised concerns about health and safety such as the lack of access to asbestos reports on PDAs and described facing unsanitary conditions when working on site
 - Issues around parking and site access compounded by tenant access issues from no access to tenants not being aware of appointments.

Current state analysis

67. Analysis of the cause of issues has been carried out to ensure that the proposed changes have the desired effect.

RP1: Organisational development

68. There is a lack of robust training and development programme. Achieving and sustaining high levels of productivity is the primary route to achieving service viability and to reducing spend on external contractors.

69. We will implement the following:

- Training and development programme
- Participation in the corporate customer service training programme

RP2: Resident experience and access

70. The current online reporting solution lacks user-friendly features and only generates an email resulting in a slower turnaround time for reporting repairs online. This is driving residents to make requests by phone, where staff use a diagnostic tool to identify the required work.

71. We will deliver:

- An updated service offer published on all contact channels
- Improved online repairs solution and forms and methods for keeping residents up to date
- Improved diagnostic tools and knowledge base for improved repairs diagnosis

RP3: Operating model and ways of working

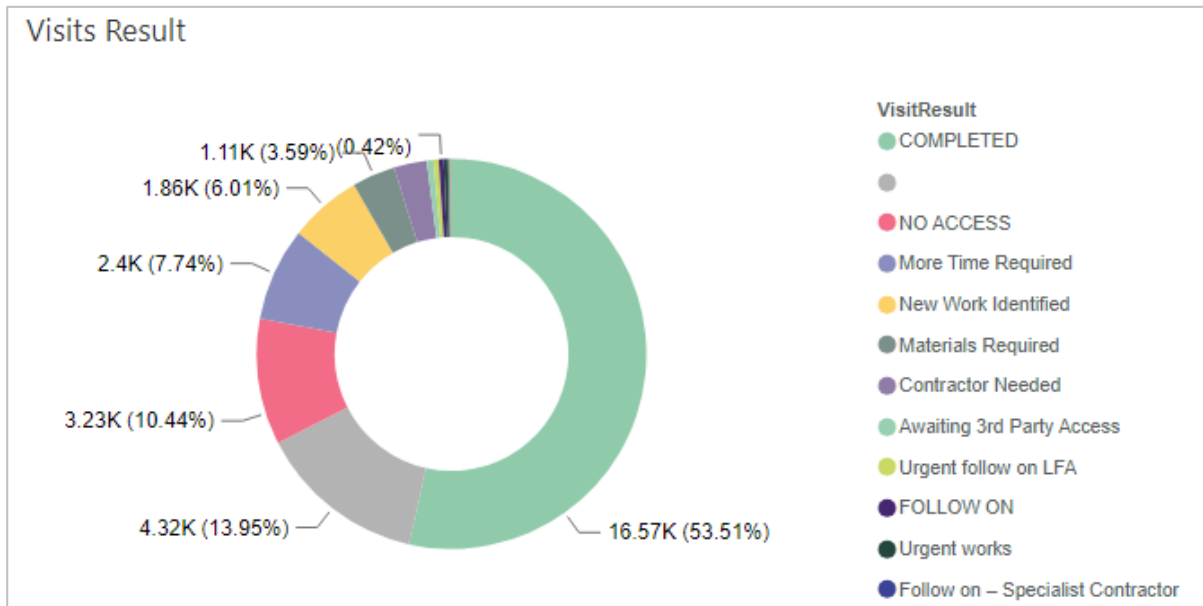
72. Due to productivity issues, there are not enough appointment slots to meet demand so only about 30% of repairs have appointments set at the time of reporting and around 10% of repair visits end up as no access calls despite there being a text reminder system in operation.

73. In April 2021, Southwark entered into an agreement with the unions to change the terms and conditions of the employees working in 'Trade and Craft' positions, i.e. those workers in manual occupations such as plumbers and electricians (amongst other trades). There is a need to review the agreement to ensure terms, conditions and working practices support our ambition for a better repairs service.

74. Analysis of visit outcomes on the repairs system has been carried out to identify reasons for delays. The chart below shows the visit result between 1 July and 30 September 2025:

- Only 54% of repairs visits were completed
- 13.95% with no result has been identified as an IT issue. Other parts of the system show result outcomes for these orders.

- 7.8% of visits were not completed as the operative required more time to complete the works in addition to separate categories for 'materials required' or 'contractor needed'.



75. Operatives have also highlighted issues including those highlighted above, where there are no mandatory fields for reporting on the completion of visits/repairs resulting in missing data shown in grey. A combination of these issues mean that repairs managers have a lack of insight into the challenges operatives face on site when trying to complete works on the first visit as well as lack of information on low productivity resulting from performance issues and the root causes.

76. We will deliver:

- Mapping and design of processes for new ways of working including out of hours repairs, emergency repairs ordering and use of specialist skills and complex cases
- Improve automated alerts on appointments and repairs stages
- Delivery of a new repairs policy alongside procedures for how diverse needs are met within repairs
- Increase in apprenticeship recruitment from 10 – 20 per annum
- Workforce strategy and associated recruitment
- Streamlined stores process and van stock system
- Design of area-based working
- Implementation of vehicle tracking (Telematics)

RP4: Financial management

77. As at period 6, Southwark Repairs is forecasting an overspend of £0.4m (£34.0m forecast against a £33.6m budget). The biggest cost pressure is the disproportionate spend on sub-contractors despite having a DLO in place and there is a specific cost pressure from overtime due to the volume of out of hours repairs and elements of the trade and craft agreement i.e.:

- There is a minimum one-hour claim for each call out during the week rising to two hours on Sundays. Travel time (30 minutes each way) increases costs and working time arrangements result in late starts after night call out causing

scheduling problems the next day; managers can lose entire day's productivity.

- Overtime sets in at 1545 for some operatives despite the hours of operation being 0800 to 1800 in the agreement as the current agreement states that that existing work patterns (at 20/21) continue to apply.

78. We will deliver:

- A zero-based budgeting exercise
- Alignment of NEC and other systems to the budget and approval structures

RP5: Systems and data

79. At the start of the financial year, the Repairs and Maintenance directorate had several technology projects under way to solve some fundamental issues:

- Plentific implementation to replace a poorly implemented and managed Total Mobile Connect system and to introduce Plentific Marketplace.
- Retiring the Apex system and introducing True Compliance as one place for all compliance data and actions.

80. There have been historical issues when implementing new systems due to a lack of documented requirements and dedicated project resource resulting in unrealistic timelines and lack of clear ownership or support. A dedicated programme team within the Strategy and Communities directorate supported closely by project leads in Technology and Digital Services (TDS) is now in place to avoid a repeat of these issues.

81. Customer facing staff in repairs do not routinely have access to data about tenant circumstances or vulnerability so that the service can be customised to meet their needs and circumstances and there is no evident drive to do this. Neither do these staff have access to the asset management database to check on property condition, warranties, asset components or planned works.

82. We will deliver:

- Implementation of dynamic scheduling
- Enabling access to property attribute data
- Continuing to make improvements to the Connect system
- Ongoing implementation of Plentific Marketplace for all work programmes
- Implementation of Plentific Repairs Manager for managing disrepair, damp and mould and voids
- Implementation of other Plentific modules to replace Connect and Maintain

RP6: Voids improvement

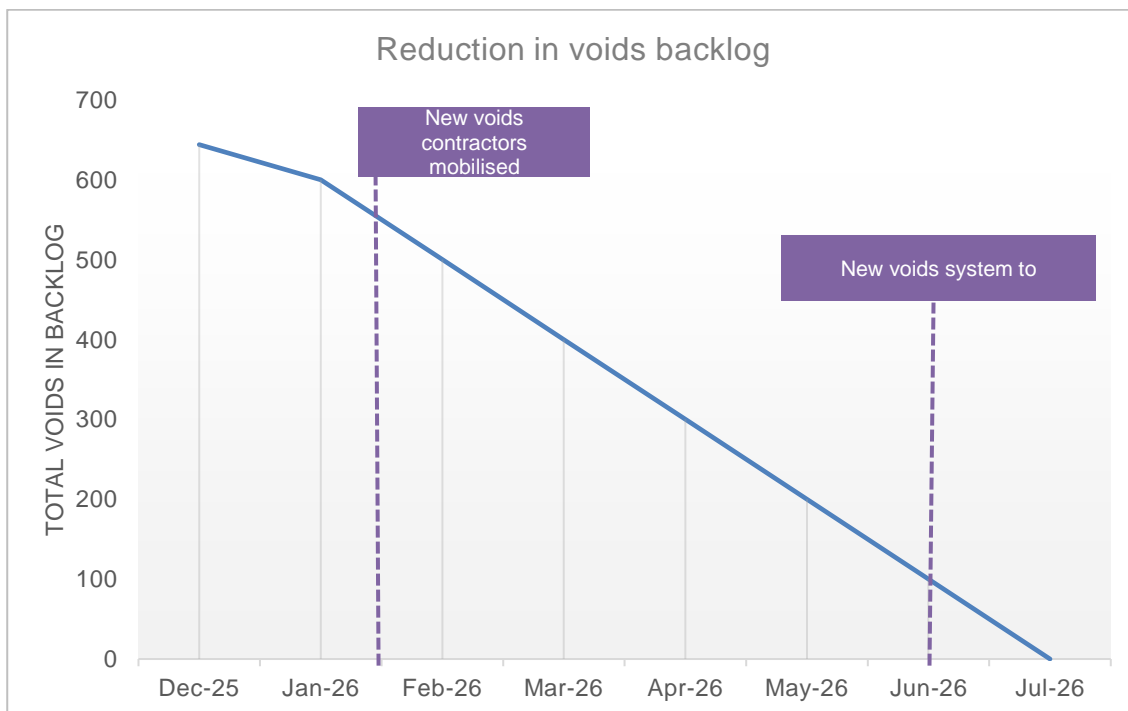
83. A detailed discovery phase for voids has been undertaken to identify the root cause of issues and improvements needed. Working with senior stakeholders across the service, fourteen recommendations have been identified and are set out within the programme design section.

84. We will deliver:

- Increased group viewings and the exploration of opportunities to schedule viewings earlier in the process
- Explore and implement ways to prevent squatting

- Redesign of priority process issues which are cause of delays in process
- Implement an integrated digital platform to streamline processes and improve collaboration across teams
- Introduce data-led and relational approach to tenancy terminations
- Reintroduce pre-inspections led by Resident Services
- Enforce the 28-day notice period to unlock earlier intervention
- Introduce a clear recharge policy
- Standardise and communicate a unified lettable standard
- Align teams across the voids process geographically and tailor resources dependent on area needs

85. It is expected that the backlog of voids (currently 644 for general needs and temporary accommodation voids) will be cleared at a rate of 100 per month:



RP7: Procurement and contract management

86. Despite a desired shift to increasing the proportion of repairs being carried out by the DLO, there is a need to develop a good practice approach to clienting private contractors so that value for money and accountability to residents can be demonstrated.

87. We will deliver:

- A new procurement strategy
- Compliant contracts where needed

RP8: Damp and mould

88. A readiness for Awaab's Law found that while some areas are compliant, several areas required attention to minimise the risk of cases not being compliant with the legislation. This included facilitating awareness and reporting of cases, triaging reported cases, investigating emergency and significant hazards, considering tenant

vulnerabilities and providing written summaries to tenants. Improvements made are being built on to minimise manual handling of casework

89. We will deliver:

- Development of an integrated online form for residents to reduce delays in reporting cases
- Development of a case management system on Plentific including management of temporary moves and no access cases
- Continue working with Public Health colleagues to establish a robust risk matrix ensuring vulnerable residents needs' are taken into account
- Ongoing review of staffing requirements to meet demand

Programme delivery

Staff engagement

90. Designing engagement sessions with staff requires care, respect for staff voice, and genuine collaboration rather than a top-down consultation. An engagement programme titled 'Working Better Together: Shaping the Future of Our Repairs Service' made up of several linked sessions has been designed to:

- Build trust and open dialogue
- Identify real barriers to productivity, first-time fixes and resident-centred service
- Co-design practical solutions with the workforce and their representatives

Resident engagement

91. The case for change has been informed by residents via complaints analysis, direct feedback from residents associated and tenant satisfaction surveys. The approach to resident engagement throughout the programme will involve different types of participation based on the activity being carried out. Factors we will consider in deciding which type of participation to use include:

- Objective - what is the goal of the participation e.g. getting feedback, generating ideas, or co-producing something.
- Power sharing - to what extent will decisions be made together.
- Resources - how much money, skills and time are available

92. There are specific deliverables within the programme which are most suited to and will benefit from being informed by participation as detailed in the table in appendix 2.

93. Three new related resident groups will also be established as set out in the new resident engagement strategy:

- Repairs Improvement Board
- Major Works Board
- Building Safety Board

Programme tranche delivery

94. Programme tranches have been designed to deliver the change as shown in appendix 3. This is an indicative timescale whilst further planning is being undertaken and is subject to change.

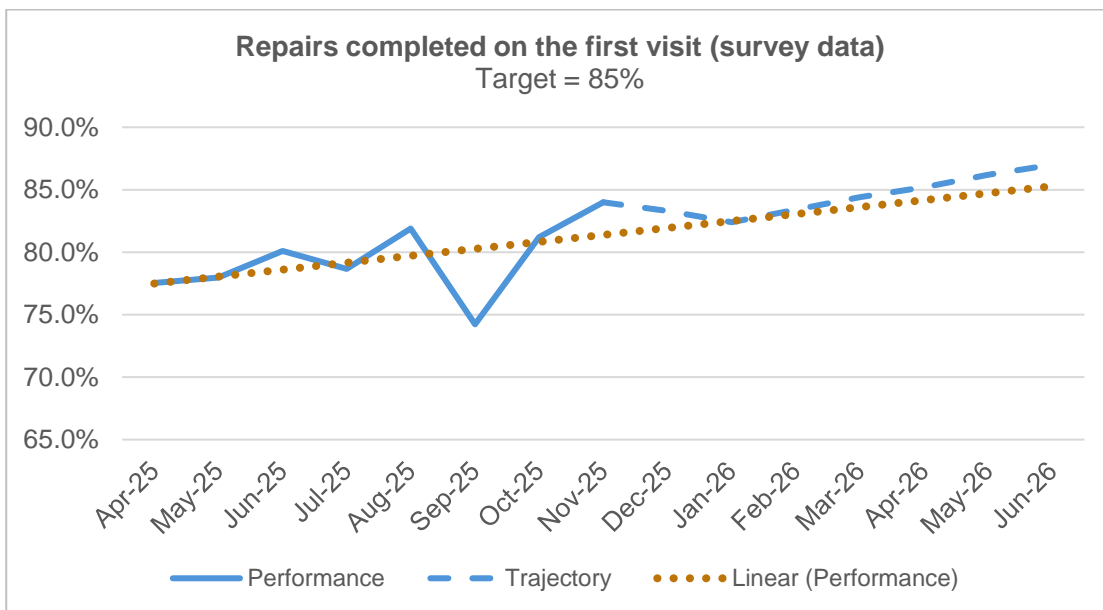
Benefits

- 95. The programme will deliver the financial and non-financial benefits shown in appendix 4. Delivery of the programme will lead to significant improvements to the council’s repairs service and deliver gross financial savings totalling £1.343m in 26/27, £1.858m in 27/28 and £2.281m in subsequent years.

Projections for improvement

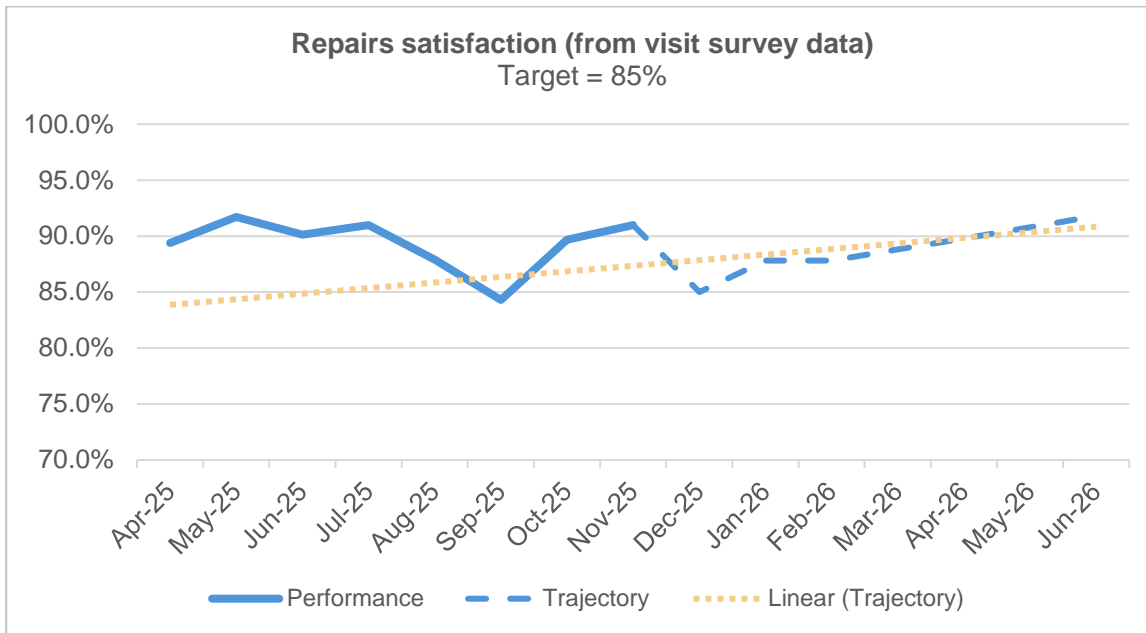
Repairs completed on the first visit

- 96. For repairs completed on the first visit which is currently measured via resident surveys, performance in 24/25 steadily decreased over the year from 89.7% to 83.3%. This year, it has increased by 6.6% from April 2025 to November 2025. This has been due to incremental changes as set out above. Maintaining this increase at the same rate would result in the 85% target being reached in January 2026. However, there are typically seasonal reductions in repairs performance over December and January (which will be addressed in the redesigned operating model being implemented in 2026) due to an increase in damp and mould and reduced repairs availability, so performance is more likely to stay static or reduce slightly.
- 97. The introduction of a new system to manage damp and mould, which is a common cause of complaint is expected to result in a more significant and sustained improvement as reflected in the chart below:



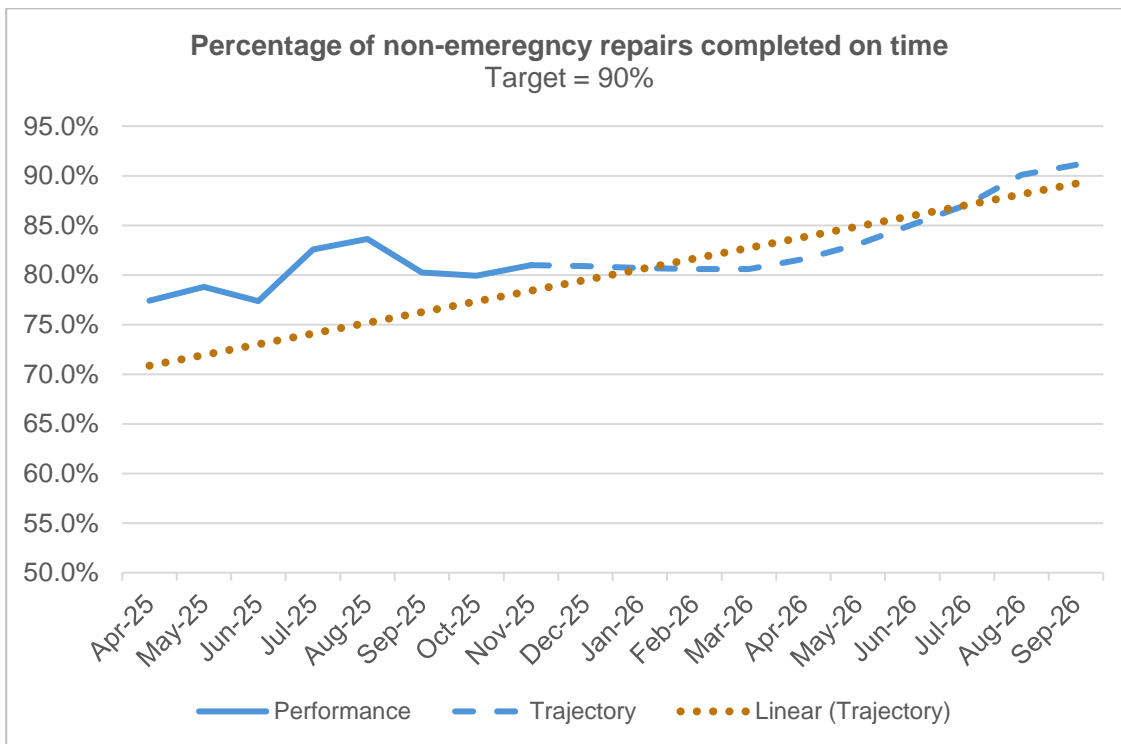
Repairs satisfaction

- 98. For repairs satisfaction, which is currently measured via resident surveys, performance in 24/25 steadily decreased over the year from 92.5% to 90.6%. This year, it has increased slightly by 1.6% from April 2025 to November 2025. This has been due to incremental changes as set out above. As above, there is expected to be a drop in satisfaction over the winter months with the impact of improvement work expected to reflect in the satisfaction target being achieved around April 2026.



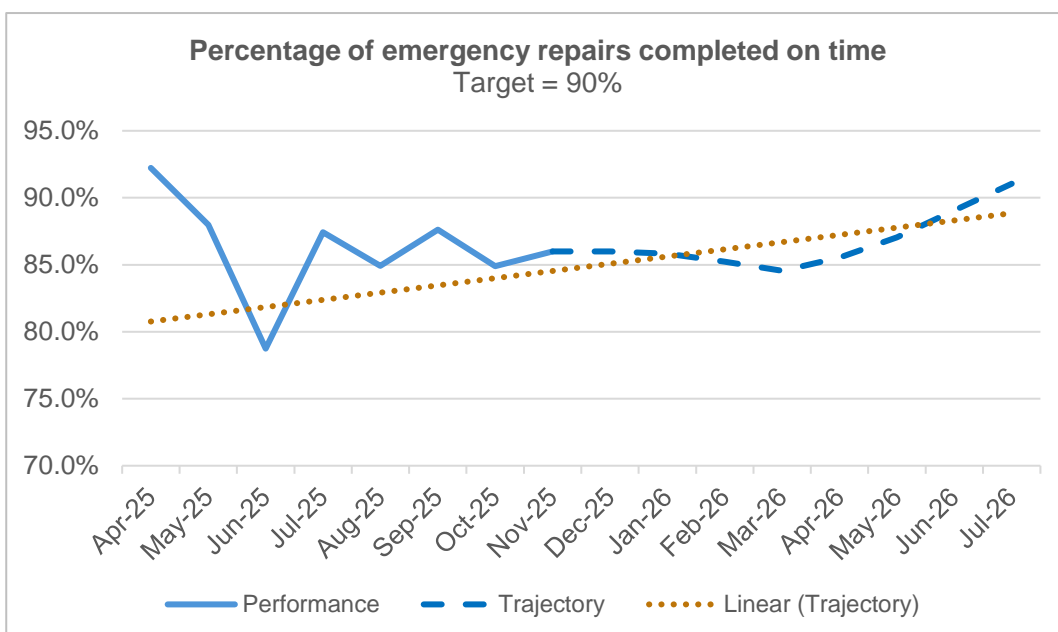
Percentage of non-emergency repairs completed on time

99. Current reporting indicates that response targets are not being fully met, which is understated due to issues with the Barris interface between NEC and Total Mobile Connect. The impact is with system data under reported, in practice teams are responding more effectively than figures suggest.
100. For the percentage of non-emergency repairs completed on the first visit, performance increased by 7.6% overall. Performance steadily increased between April and November before plateauing over the winter months with a slight drop in the final quarter of the year. This year, performance rose slightly over the summer months and is currently 1.6% higher than last year but not on target.
101. Improvements include increasing capacity via Plentific Marketplace and improved management of complex repairs through the introduction of new processes and a case management system for improved tracking of associated repairs and management of decants and no access. Improvements are expected to take longer to realise as there is a dependency on the new operating model to ensure there is capacity to meet service demand.



Percentage of emergency repairs completed on time

- 102. For the percentage of emergency repairs completed on the first visit, performance worsened slightly over 24/25 and has not improved this year.
- 103. Initial changes have been made to revert emergency response times from the current two-hour response (set during the pandemic) back to 24-hour response time which is expected to have a positive impact as is improved management of DLO productivity. The other improvements relating to non-emergencies will result in similar improvements are expected to take longer to realise as there is a dependency on the new operating model to ensure there is capacity to meet service demand.



Policy framework implications

104. The changes in this report are required to ensure the council is compliant with the new regulatory framework. Failure to comply with the new framework would put the council in breach of its statutory duties and at risk of sanctions from the Regulator of Social Housing. These sanctions could be of significant financial, political and reputational risk to the council.
105. The changes support the council's existing policy framework. The Southwark 2030 Strategy sets three principles and six goals for the council. One of the six principles is 'Decent homes for all'. The Good Landlord Strategy will ensure that all 37,500 of Southwark's tenants enjoy their basic right to a decent home.

Community, equalities (including socio-economic) and health impacts

106. An Equalities Impact and Needs Assessment was carried out for the Good Landlord Plan. This assessment indicates that in comparison to the wider borough population, council homes have more children and older people
- Suffer from higher levels of ill-health and disability
 - Have a larger number of households headed by females
 - Have higher levels of households from a BAME ethnicity
 - Suffer from higher levels of deprivation and poverty
 - Have a greater proportion of households from a Muslim or Christian background compared to other tenures.
107. The aim of the overall Good Landlord Plan is to improve housing outcomes for all tenants and leaseholders and the Better Repairs programme is fundamental to this aim. The new neighbourhood delivery model will also assist with this, by splitting the borough into three areas to mirror the Landlord Services patches, to help build a closer working relationship. This will ensure issues are dealt with at a neighbourhood level with a more holistic approach, and we will also establish an approach for specific needs including residents with disabilities and older people.
108. Individual equality impact assessments will be carried out where required, for example, in the production of new policies.

Climate change implications

109. Southwark Council has declared a climate emergency. There are a number of initiatives in the overall Good Landlord Plan that support the reduction of carbon emissions and provide improvements to the environment and specific implications for activity such as the procurement strategy, stores and depot management and the revised repairs policy will consider climate change activity.

Resource implications

Staffing implications

110. In addition to the specific staffing implications set out in the report, a dedicated programme team has been established to deliver the Housing Improvement Programme within which the Better Repairs Programme sits.

Financial implications

111. The financial benefits and investment appraisal are set out in appendix 4.

HR issues

112. Some of the deliverables in the Better Repairs programme will require changes to the structure and staffing arrangements. These issues will be presented in specific reports to the appropriate decision-making body, as and when they arise.

Consultation

113. Some elements of the Better Repairs programme will require consultation with trade unions. Where this is the case, these issues will be presented in specific reports to the appropriate decision-making body, as and when they arise. The engagement section sets out the approach to engagement prior to any formal consultation takes place.
114. The programme will require regular consultation and ongoing engagement with tenants. This will be handled in accordance with the new engagement strategy currently being developed.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance

115. The Social Housing (Regulation) Act 2023 was introduced following the Grenfell Tower fire, the tragic death of Awaab Ishak which has been widely publicised, and the right to bring complaints to landlords, particularly in relation to the quality of social housing and disrepair issues in social housing stock, is increasingly at the forefront of the public consciousness. The tone of the new legislation and associated consumer standards indicate that the regulator will be taking an increasingly serious approach to regulatory non-compliance.
116. Just as the Building Safety Act 2022, removed the 'democratic filter' that was previously contained in the Housing Act 1996, making the process of raising a complaint with the Housing Ombudsman easier for tenants, the Social Housing (Regulation) Act 2023 has now removed the serious detriment test. This previously acted as barrier to the regulator becoming involved in cases unless there were reasonable grounds to suspect that a landlord's breach could cause serious detriment to a tenant.
117. Section 5 of the Social Housing (Regulation) Act 2023 added section 100H to the Housing and Regeneration Act 2008, introducing a requirement for the regulator to cooperate with the Housing Ombudsman in the exercise of their respective functions.

118. Schedule 3 paragraph 6 of the Social Housing (Regulation) Act 2023 will increase the penalty able to be imposed on landlords for non-compliance from the current cap of £5,000 to an unlimited fine. Whilst this particular provision of the Act has not yet come into force, once introduced it will present a greater financial risk for non-compliance with the relevant legislation.
119. The combined effect of these pieces of legislation is a higher level of scrutiny for social housing providers with more serious penalties for non-compliance. This therefore presents an increased risk of challenge by the regulator or by a tenant (for example by complaint to the Housing Ombudsman) to any aspect of non-compliance and more severe consequences flowing from any finding of non-compliance by the regulator. The increased public focus on social housing issues could also increase the risk of reputational damage to the Council if findings of non-compliance were published by the regulator.
120. This Report sets out the legal requirements of the Social Housing (Regulation) Act 2023 and the proactive steps Southwark Council is taking to meet those legal requirements and the improvements made since November 2024 when the Regulator gave a C3 rating to the Landlord services.

Strategic Director, Resources

121. Nationally, HRAs are under sustained financial pressure as adverse factors have converged to create a challenging financial landscape, to which Southwark is not immune. Government interventions in rent policy over the last decade have constrained the level of resources available to councils to spend on the maintenance and improvement of their housing stock. The introduction of additional unfunded regulatory burdens arising from recent Fire and Building Safety Acts, along with a sustained period of high inflation, particularly in the construction industry and tripling of interest rates are the primary causes of the financial duress which currently prevails.
122. Whilst the size of the council's housing stock generates significant revenues each year (c. £345 million in 2024/25), the position for 2023-24 showed a deficit of £16.3m which was the catalyst for the implementation of the HRA Recovery Plan to ensure the on-going sustainability and long-term resilience of the HRA. The initial phase of the plan (three years) seeks to contain revenue spending within defined cash limits to prevent further deterioration in the financial position. To that end, the HRA outturn position for last financial year (2024-25) showed a modest surplus (£3.9m), albeit this was achieved with the aid of a number of one-off exceptional factors and events which disguises the underlying financial challenge going forward and will not be repeated.
123. For 2025-26, revised cash limits have been set including assumed savings of c.£11m+ to ensure the HRA breaks even. The scale of the challenge to meet the additional needs of the housing stock set out in this report should not be underestimated. Without additional funding from government, the possibility of which seems remote, delivery of the above will require a significant focus on value for money and targeted investment in those areas of highest priority over an extended programme timeframe.

Reasons for lateness

124. The report required in depth research, proofing and final signoff to ensure it was as accurate and accessible as possible.

Reasons for urgency

125. Cabinet and the public should be able to note the work done to support the council's residents and housing stock as soon as possible.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Awaab Ishak: Prevention of future deaths report	External website	N/A
https://www.judiciary.uk/prevention-of-future-death-reports/awaab-ishak-prevention-of-future-deaths-report/		
Social Housing (Regulation) Act 2023	External website	N/A
https://www.legislation.gov.uk/uksi/2024/437		
Heat Networks Strategy Cabinet 14 September 2021	Southwark Council, 160 Tooley Street, London, SE1 2QH	Paula Thornton 020 7525 4395
https://moderngov.southwark.gov.uk/documents/s101251/Report%20Heat%20networks%20strategy.pdf		
Review of District Heating and Related Issues Housing Scrutiny Committee 2 December 2025	Southwark Council, 160 Tooley Street, London, SE1 2QH	Paula Thornton 020 7525 4395
https://moderngov.southwark.gov.uk/documents/s130179/Review%20of%20District%20Heating%20and%20Related%20Issues.pdf		

APPENDICES

No.	Title
Appendix 1	Complaints case studies
Appendix 2	Employee engagement sessions
Appendix 3	Programme tranches
Appendix 4	Benefits

AUDIT TRAIL

Cabinet Member	Councillor Portia Mwangangye, Council Homes	
Lead Officer	Hakeem Osinaike, Strategic Director of Housing	
Report Author	Ryan Collymore, Director of Repairs and Maintenance	
Version	Final	
Dated	26 January 2026	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director, Resources	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	26 January 2026	

Appendix 1: Complaints case studies

Case 1: Waste Pipe Repairs: Repairs to a waste pipe reported in September 2022 and not resolved for 6 months.

Cause of Delay: Multiple inspections and visits without diagnosis, repeated cancellations of scheduled works without resident's awareness, poor management of resolution process, poor coordination of works, poor monitoring of contractors including erection of scaffolding on the wrong building.

Impact: Avoidable delayed resolution and poor service to residents. Residents were subjected to prolonged exposure to foul odours from raw sewage, creating a health hazard and immense distress.

Resolution Timeline: September 2022 to March 2023 (6 Months)

Housing Ombudsman Decision: Maladministration.

Compensation Award: £600.00

Case 2: Leak Repairs: A vulnerable resident reported a leak in March 2023 and was not resolved for 8 months.

Cause of Delay: Delayed diagnosis, misidentification of source of leak, poor remedial process and delayed resolution action.

Impact: Extensive damage to tenant's personal belongings and flooring, growth of damp and mould in the property and extreme inconvenience to occupants.

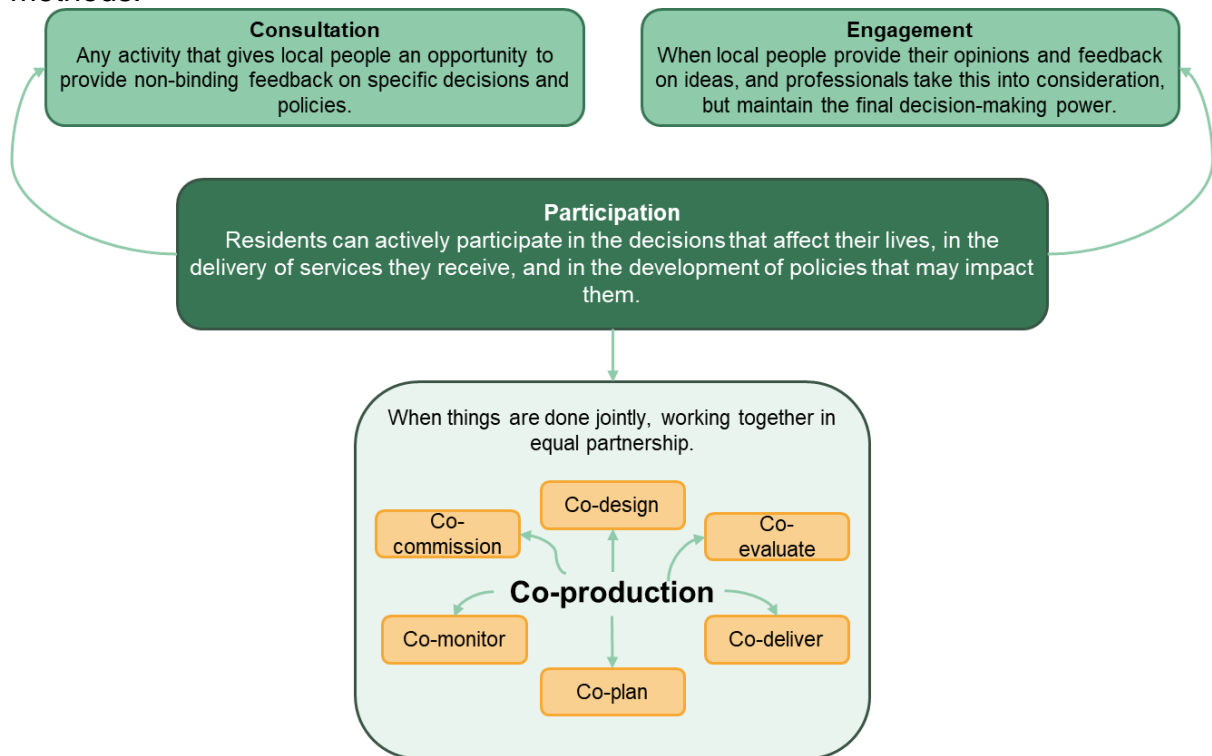
Resolution Timeline: March 2023 to November 2023 (8 months)

Housing Ombudsman Decision: Maladministration.

Compensation Award: £1215.00

Appendix 2: Resident engagement sessions

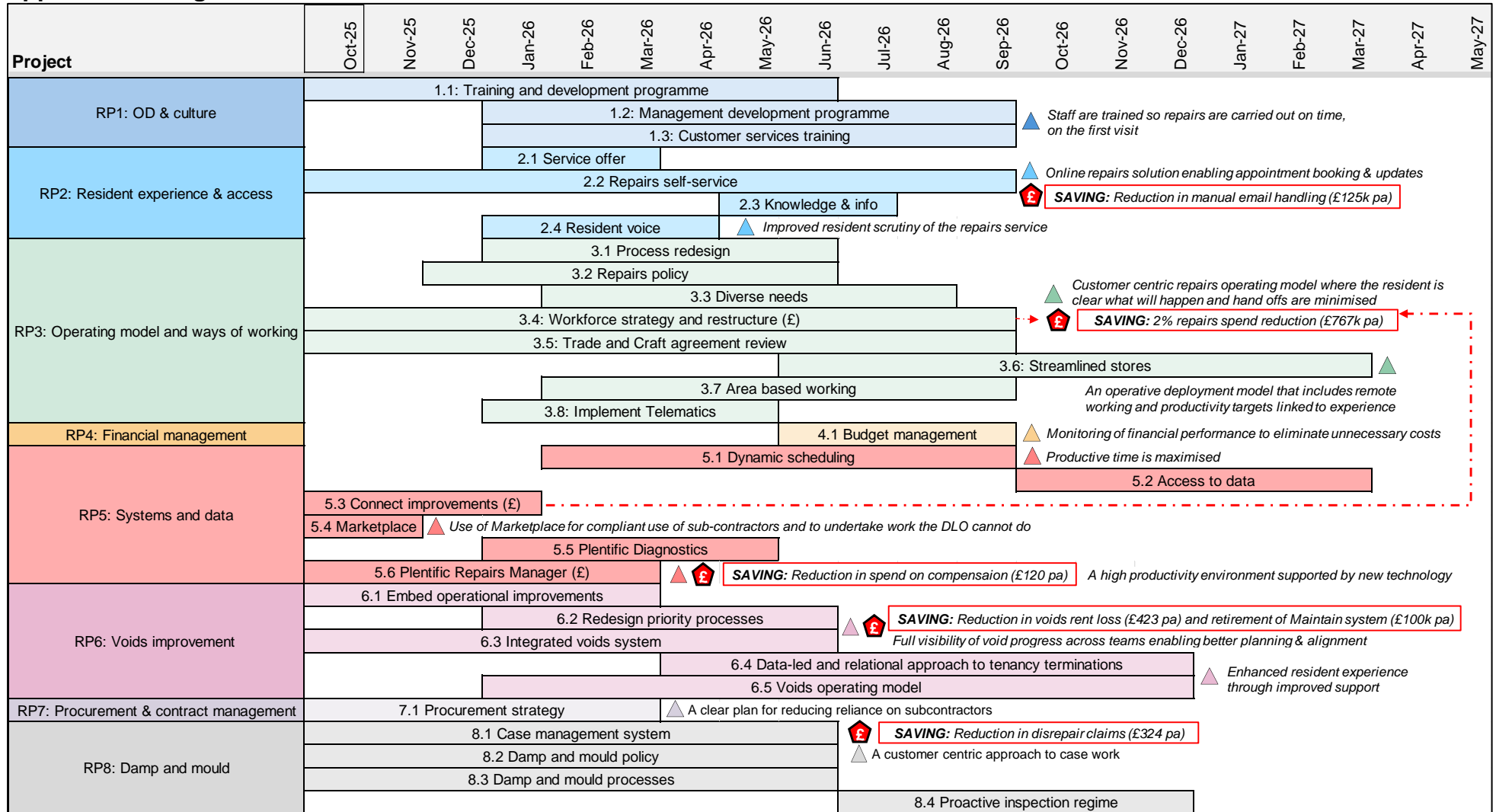
Different types of participation are illustrated below along with proposed participation methods.



Deliverable	Participation method(s)	Goal
2.1 - Updated service offer published on all contact channels	Engagement and co-design on content	Ensure the content is easy to understand and meets accessibility requirements Content covers information residents
2.2 - New online repairs solution	Engagement and co-design on functionality and content (through usability testing, reviews of wireframes and prototypes)	Ensure the functionality is usable without additional instruction and meets accessibility requirements Online functionality provides the same (good) experience as other channels
3.1 Process redesign – processes with resident touchpoints	Engagement and co-design on processes such as reasons for no access and SMS/email updates	Ensure the processes consider what the resident needs to use the repairs service
3.2 Repairs policy	Consultation and engagement	Ensure the policy reflects what the resident needs to use the repairs service
3.3 Diverse needs policy and procedures	Consultation, engagement and co-design	Ensure the policy reflects what the resident needs to use the repairs service and is

Deliverable	Participation method(s)	Goal
		tailored to meet diverse needs
3.6 Area based working	Engagement and co-design on the benefits and features of a localised model	Ensure the area-based model adds benefit to residents

Appendix 3: Programme tranches



Appendix 4: Benefits

Financial benefits

Description	26/27 (£000)	27/28 (£000)	28/29 (£000)	Project/ Director	Baseline	Output	Output date	Benefit date
2% reduction in repairs expenditure due to increased efficiency of repairs management from improvements to Service Connect, implementation of Plentific Repairs manager and new management structure.	383	767	767	Better Repairs Programme Ryan Collymore	2% reduction in repairs expenditure due to increased efficiency of repairs management from improvements to Service Connect, implementation of Plentific Repairs manager and new management structure. Focused on DLO and systems.	i. Plentific Repairs Manager implementation (Mar 26) ii. Management restructure (from Jun 26) iii. Resolve Service Connect issues (Nov 25)	Jun-26	Oct-26
Reduction of two disrepair claims per 1,000 properties through improved management of damp and mould and repairs cases	243	324	324	Damp and mould project Ryan Collymore	25 disrepair claims per 1,000 properties pa compared to a London median of 23 claims and pay an average of £4,502 per disrepair claim compared to a London median of £2,929. Reduction of 2 claims per 1000 properties (£4,502 x 72 = £324,144)	i. Plentific damp and mould system	Mar-26	Jul-26
Reduction in void rent loss from 3.1% rent loss to 2.75% rent loss	423	423	845	Better Repairs Programme Ryan Collymore	Voids loss was 3.1% in 23/24 against a quartile average of 2.4%. Average rent for 24/25 is £125.50 so based on rental income for 37,000 LCRA properties there are potential	i. New voids solution ii. Voids process improvements	Jun-26	Oct-26

Description	26/27 (£000)	27/28 (£000)	28/29 (£000)	Project/ Director	Baseline	Output	Output date	Benefit date
					voids savings of up to £1.690m (37,000 multiplied by £125.50 x 52 weeks x 0.7% to achieve quartile average. Reduced to 0.35%.			
Reduction in manual handling of repairs emails resulting in headcount reduction of 4 FTE Customer Resolution Support Officers that carry out manual handling of repairs emails	104	125	125	Better Repairs Programme Ryan Collymore	Reduction in headcount of 4 FTE (supernumerary) Customer Resolution Support Officers that carry out manual handling of repairs emails	i. New repairs online solution ii. Closure of inbox	Mar-26	Jun-26
Reduction in spend on compensation due to improved case management of repairs	90	120	120	Better Repairs Programme Ryan Collymore	£478,932 paid in compensation between July 24 and June 25 according to Housing Complaint Report final 180825. 2,623 cases	i. Plentific Marketplace ii. Plentific Repairs Manager	Dec-25	Jul-26
Retire the Maintain system by replacing it with Plentific/NEC voids system	100	100	100	Better Repairs Programme Ryan Collymore	Being replaced by Service Connect and Plentific	Plentific implementation for voids	Jun-26	Oct-26

The resource cost for the Better Repairs programme sits within overall cost for delivering the Housing Services Programme. The overall investment appraisal is set out below; the specific costs for the Better Repairs programme has not been separated out due to the dependencies and complex nature of the programme.

Costs	25/26	26/27	27/28	28/29	Total
Integration Consultancy	39,900	39,900	-	-	79,800
Integration Annual License	46,000	46,000	46,000	46,000	184,000
Data Consultancy	50,020	25,000	-	-	75,020
Landlord Compliance review	50,000	-	-	-	50,000
L&D budget	50,000	50,000	50,000	50,000	200,000
Culture change consultancy	30,000	-	-	-	30,000
Total non-resource	265,920	160,900	96,000	96,000	618,820
Resource	525,353	1,388,210	761,982	-	2,675,545
Total all	791,273	1,549,110	857,982	96,000	3,294,365
Benefits	25/26	26/27	27/28	28/29	Total
FB1 - Reduced repairs cost		383,340	766,680	766,680	1,916,700
FB2 - Reduction in disrepair		243,108	324,144	324,144	891,396
FB3 - Voids efficiency		422,559	422,559	845,117	1,690,234
FB4 - Repairs inbox removal		104,140	124,968	124,968	354,076
FB5 - Repairs compensation		89,800	119,733	119,733	329,266
FB6 - Complaints headcount (handling)		52,477	104,594	104,594	261,665
FB7 - Complaints headcount (repairs)		104,954	52,477	52,477	209,908
FB8 - Complaints handling compensation		46,250	46,250	92,500	185,000
FB9 - Complaints compensation (allocations)		34,427	68,854	68,854	172,134
FB10 - Retire Maintain system		100,000	100,000	100,000	300,000

Costs	25/26	26/27	27/28	28/29	Total
Benefits total	-	1,581,054	2,130,258	2,599,067	6,310,379
Net cost	791,273	- 31,944	-1,272,276	- 2,503,067	- 3,016,014

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