

Housing Scrutiny Commission

Tuesday 2 December 2025

7.00 pm

Ground Floor Meeting Room G01A - 160 Tooley Street, London SE1 2QH

Membership

Councillor Jason Ochere (Chair)
Councillor Emily Tester (Vice-Chair)
Councillor Barrie Hargrove
Councillor Ketzia Harper
Councillor Richard Livingstone
Councillor Catherine Rose
Councillor Jane Salmon
Bassey Bassey (Co-opted Member)
Ina Negoita (Co-opted Member)
Althea Smith (Co-opted Member)

Reserves

Councillor Sunil Chopra
Councillor Ellie Cumbo
Councillor Adam Hood
Councillor Laura Johnson
Councillor Hamish McCallum
Councillor Bethan Roberts
Councillor Kath Whittam

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Contact

Adam Wood on 020 7525 0265 or email: adam.wood@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Althea Loderick

Chief Executive

Date: 24 November 2025



Housing Scrutiny Commission

Tuesday 2 December 2025
7.00 pm
Ground Floor Meeting Room G01A - 160 Tooley Street, London SE1 2QH

Order of Business

Item No.	Title	Page No.
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	DISCLOSURE OF INTERESTS AND DISPENSATIONS	
	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
4.	MINUTES	1 - 8
	To approve as a correct record the minutes of the meeting held on 14 October 2025.	
5.	REVIEW OF THE CURRENT CHALLENGES AND CONTEXT AROUND HOUSING DELIVERY	
	To hear from officers and from representatives of the Council's developer partners on the current context around and approaches to housebuilding and wider development.	
6.	REVIEW OF DISTRICT HEATING AND RELATED ISSUES	9 - 19
	To receive a report, <i>Review of District Heating and Related Issues</i> , noting the responses to the Commission's enquiries.	

Item No.	Title	Page No.
7.	UPDATE ON PROGRESS IMPLEMENTING THE GOOD LANDLORD PLAN	20 - 39
	To receive a report, <i>Good Landlord Plan Progress Update</i> , noting the Plan's status and progress.	
8.	WORK PROGRAMME 2025-2026	40 - 47
	To consider the work programme for the 2025-2026 year.	

Date: 24 November 2025



Housing Scrutiny Commission

MINUTES of the OPEN section of the Housing Scrutiny Commission held on Tuesday 14 October 2025 at 7.00 pm at Ground Floor Meeting Room G01, 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Jason Ochere (Chair)
Councillor Catherine Rose
Councillor Jane Salmon
Ina Negoita (Co-opted Member)
Althea Smith (Co-opted Member)

OFFICER Adam Wood
SUPPORT:

1. APOLOGIES

Apologies for absence were received from Councillor Tester, Councillor Hargrove, Councillor Harper and Councillor Livingstone.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were no late items of business.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Ina Negoita declared an interest in item 4 (the Minutes) as they contained information relating to an estate where Ms Negoita was a resident leaseholder.

4. MINUTES

The minutes of the meeting held on 28 July 2025 were approved as a correct record.

5. GOOD LANDLORD PLAN PROGRESS UPDATE

The Chair invited officers and the Cabinet Member, Councillor Michael Situ, to relay progress on the Good Landlord Plan.

Councillor Situ started by outlining the background to the Good Landlord Plan, from the Council's self-referral to the Regulator for Social Housing in June 2024 to a planned inspection by the Regulator and announcement of a C3 judgement in November 2024. The Plan was developed as the Council's response to the Regulator's concerns and to wider issues raised by residents and Councillors.

Ryan Collymore, Director of Repairs and Maintenance, then updated the Commission on the Plan's progress within his areas of responsibility, reporting that:

- good progress had been made on electrical testing compliance and smoke alarm compliance
- the stock condition survey started at the end of September and was progressing well
- Plentific – a system for sub-contractor procurement and management was expected to go live later in October or in early November – helping with managing resource externally and in-house

Abi Oguntokun, Director of Landlord Services (Acting), provided the Commission with developments on:

- estate surgeries and particularly regarding increasing the visibility of officers on estates
- moves to broaden the location of surgeries, using libraries and leisure centres in addition to estates
- revised Anti-Social Behaviour procedures in response to resident feedback
- work and training to improve relationships with residents
- the backlog on housing complaints, now cleared, and reduction in number of complaints
- Bournemouth Road in-person assistance being behind schedule but with alternative arrangements in place
- providing online breakdowns of service charges for leaseholders
- increased information-provision including the annual report on Housing performance and tenant satisfaction measures
- the resident engagement strategy which has been revised and scheduled for Cabinet review in December

Stuart Davis, Director of New Homes, reported:

- the Council's ongoing commitment to delivering new council homes

- the first tranche of new homes (2,500) would be nearing completion by April 2026
- work had started on 700 of the 1,000 homes in the second tranche

The Chair then invited Commission members to ask questions. These included:

- understanding how the Council intended to help leaseholders and others blocked from selling or buying because the compliance documentation (e.g. EWS1 and “letters of comfort”) for properties in buildings over 5 stories was not available
- what percentage of the backlog of complaints had been dealt with
- how residents and leaseholders would receive training without the training officers previously provided
- the availability of alternatives to Bournemouth Road for housing enquiry appointments
- when every home would have up-to-date electrical certification and fire alarms
- how much of the HRA (Housing Revenue Account) has been used to fund compliance work
- how the new IT systems would deliver better outcomes and not just more bureaucracy
- how residents could trust the Good Landlord Plan while the Council’s performance as a landlord was judged to be poor
- how and when resident surgeries would take place and fit with wider engagement activities
- whether TRA groups and residents could create their own surgeries with ward councillors and with officer support
- the assistance available for staff to clear their workloads and to feel supported
- how Stock Condition Survey was tracking against its target of 40% by March 2026
- performance data for Damp and Mould responses and preventative measures to reduce incidences over the coming winter period
- whether, for security, RSOs (Resident Services Officers) could work in pairs at the monthly on-site meetings
- the means to penalise contractors for non-compliance
- whether a back-up existed during the introduction of Plentific

Officers and the Cabinet Member for Council Homes responded to the questions, informing the Commission that:

- not all buildings required EWS1’s and, for those that did, a programme of inspections was in place
- where cladding was not compliant, there were at least 5 mortgage lenders available and the Council could advise on a case-by-case basis

- there were no outstanding Stage 1 complaints
- data on complaint response times would be added soon (likely within 3 weeks) and updated on a quarterly basis thereafter
- procurement of a training partner was underway
- in addition to Bournemouth Road, appointments with officers were available at two other office sites and work was in progress to enable appointments at leisure centres and libraries
- subject to access, all homes should have up-to-date electrical certification and fire alarms by end of March 2026
- the Housing Revenue Account's role in managing Council homes included allocating resources depending on needs, and the primary needs here were issues involving health and safety
- while the C3 judgement from the Regulator was a cause for concern, both the Council's identification of its own weaknesses and the work programmed as part of the Good Landlord Plan to counter these were already in progress before the inspection
- feedback from the Regulator's own questions showed increased resident satisfaction with the housing services being delivered
- technology had the capacity to deliver wide-ranging improvements from the repairs side (e.g. Plentific, discussed earlier) to leaseholders being able to access breakdowns of their charges online
- completed training needs-analysis of all frontline staff allowed for a more tailored provision of support
- RSOs would have monthly, scheduled housing surgeries in e.g. a TRA Hall or library
- as the surgeries are rolled out, TRAs will be more closely involved with the work and there will be a focus on empowering RSOs so they can action and track more of the issues directly
- the Stock Condition Survey began later than originally planned with 20% completion now expected by March 2026 (40% by September 2026)
- the data showed improvements in responding to Damp and Mould – in the future, with the introduction of Awaab's Law, the data would be updated more frequently
- resource has been provided to deal with the increase in cases of Damp and Mould expected with the colder, wetter months and from the increased level of reporting happening because of the Stock Condition Survey
- in cases where contractors failed to comply with contracts, break clauses existed
- as previously acknowledged, contracts hadn't always been managed as strongly as they should have – the Council's contract management team has been reinforced and new procedures have been adopted
- the nationwide reach of Plentific meant that supply shortages of contractors shouldn't be an issue and the Council's own 170 operatives would anyway be called on first

The Chair recommended that publicly available versions of the Plan be updated to reflect the revised timetables for Stock Condition Survey completion.

6. THE REVISED RESIDENT ENGAGEMENT STRATEGY

Abi Oguntokun, Director of Landlord Services (Acting), introduced the revised Resident Engagement Strategy which responded to feedback provided by the Regulator, by residents and by recommendations from the Housing, Community Safety and Community Engagement Scrutiny Commission in the previous year.

Abi reported on the opportunities, formal structures and funding in place to support the Council's engagement with residents whilst also noting the lack of evidence linking these to service outcomes. Abi explained that from January, four new Boards aimed to change that by establishing clearer links between resident-supported structures and desired outcomes.

Further developments included increased publishing of performance data, developing a remuneration policy to pay residents for their time and travel, a Digital Engagement Strategy and a shift in approach to working with residents more collaboratively. It was hoped the revised Resident Engagement Strategy could come before Cabinet in December.

Councillor Situ stated that the new system allowed for residents to contribute to more specialist areas of the Council's landlord services by sitting on one of the focused Boards. By increasing the use of digital engagement and through involving more residents, the strategy would also be more agile. In Councillor Situ's view, the Strategy would provide a shift in role for residents, from one of providing feedback to one of taking part in decision-making.

Councillor Situ acknowledged that more discussion around the Strategy's later development with the Homeowners' Forum and the Tenants' Forum would have been better. However, meetings with residents had been helpful and Appendix 4 of the engagement report provided improvements based on their suggestions.

The Strategic Director of Housing, Hakeem Osinaike, also noted that the Regulator of Social Housing and the tenant engagement organisation, Tpas, had provided positive feedback on the strategy.

Before opening to questions from Commission members, the Chair commented on feelings among some residents that there had not been enough time to view the revised strategy. Councillor Situ explained that drafting of the strategy had been late because of a late report from Social Life and that additional meetings he had since held with residents had registered some of their concerns. He was also willing to meet again before the finalised strategy going to Cabinet in December.

The Chair then invited questions from the Commission. These included:

- whether Social Life had provided a fuller report of which the published version was only a summary and, if so, whether the full version could be published
- why a Leaseholder Board was being reconstituted when the previous

iteration had failed, as had been predicted by those residents involved

- how, as a longer-term aim, a shared sense of community might be rebuilt so that the differences which the Social Life report recorded between leaseholders and tenants in tenure type might become less significant relative to fact that they were neighbours
- how the Strategy might use the Boards to create a sense of place and, in its documentation, illustrate what the user journey would be like from a resident's perspective around questions such as how someone could engage with the Council on housing issues, or how they could find the answer to a particular question
- how the report could more clearly outline a range of residents' opportunities to engage with the Council such as through illustrating how the process might look in 5 or 6 different types of estate as well as in different areas and for different tenure types, with the aim of making the process of engaging more practical and more reflective of the different needs across the Borough

Officers, and Councillor Situ, responded to the questions noting that:

- there was no fuller report from Social Life, only the version published
- views of Leaseholder/Homeowners' Boards and their efficacy were diverse, and additional feedback on their role could be provided to the Cabinet Member for consideration before the Strategy was finalised
- the points raised about a resident's perspective on the information provided in the Strategy were helpful

7. TENDA ROAD (NEW BUILD HOMES)

The Chair proposed that the Commission note the contents of the report but wait until the independent report on Tenda Road becomes available in the new year for a full discussion on the matter. In this way, the Commission could use the information available then to make more meaningful recommendations.

The Commission agreed that consideration of the item be deferred.

8. POST-GRENFELL COMPLIANCE AND FUTURE FIRE SAFETY INVESTMENT

This item was considered in conjunction with Item 9. Marie Curie – Recommendation to demolish subject to Cabinet decision.

Before inviting Officers and the Cabinet Members for New Homes & Sustainable Development (Councillor Helen Dennis) and Council Homes (Councillor Michael Situ) to come before the Commission, the Chair briefly noted that having Items 8 and 9 allowed Members to understand the key issues of fire safety as well as the investment needed.

Councillor Helen Dennis informed the commission that the Marie Curie block on Sceaux Gardens Estate straddled both Cabinet Members' portfolios. Its recent history was provided – having breached compartmentation guidance regarding Fire Safety, residents were moved out before investigations carried out. Requirements of the Fire Safety Act (2022) and the work needed as revealed through further surveys and investigations meant that the Council was proposing its demolition since even with substantial investment, the block would carry significant risks. As proposed, the site would then join the new build programme already planned for Sceaux Gardens' Florian and Racine blocks.

The Commission then asked questions including:

- if, regarding Marie Curie House, other options were available between demolition and investment of £23million+ for fire safety
- how residents were being supported and if they could return to properties in a rebuilt block
- the length of time needed for demolition and rebuild
- whether other estates faced similarly complex fire safety issues
- what had been learned from Marie Curie or could have been improved in the process

Officers, with Councillors Dennis and Situ, responded:

- that other options, judged unfeasible, had been considered including, initially, works to make the block safe with residents in place and works to increase fire safety although the option here would require additional monitoring of risks
- that changing legislation since 2022 imposed increasing levels of intervention
- that, although alternatives were explored, all options involving the retention of the building required accepting risks to resident safety which were too high for the Council to agree to
- that the 3 tenant households remaining in Marie Curie had been offered alternative accommodation and the Council continued to seek appropriate accommodation for them
- that the Council continued to negotiate with the 3 non-resident leaseholder households
- that those previously offered the right to return were communicated with including through in-person meetings with officers
- that the intention was for the cleared site, if demolition was agreed by Cabinet, to become part of the Florian and Racine development where planning permission has been received
- that development would seek to maximise the delivery of social rent homes whilst needing to raise funds to contribute to that development
- that the Ledbury estate, for different structural and fire safety pressures, had 4 blocks with demolition agreed (including one already demolished with

rebuilding underway)

- that – for Marie Curie – the pace of decision-making had been slow although this was set against changing legal requirements for building and fire safety, and with significant uncertainty regarding central government funding for development, and for retrofitting and fire safety

9. MARIE CURIE - RECOMMENDATION TO DEMOLISH SUBJECT TO CABINET DECISION

This item was considered in conjunction with Item 8. See item 8 for discussion.

10. WORK PROGRAMME 2025-2026

The Commission discussed a range of potential topics, deciding to prioritise:

- a Review of District Heating and related issues
- updates on the implementation of the Good Landlord Plan
- Housing Delivery updates
- a Review of Social Landlord Communications and Performance
- updates on the work to implement the recommendations from reviews of the Canada Estate, Fair Street / Devon Mansions and Kirby Estate
- TMOs – their performance, residents' experience of them, how the Council supports them

11. CABINET RESPONSES TO THE HOUSING, COMMUNITY SAFETY AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION'S: "SCRUTINY REVIEW OF TENANT STRUCTURES (DRAFT RESIDENT INVOLVEMENT STRATEGY)" INTERIM REPORT

The report was on the agenda for information.

Meeting ended at: 9:20pm

CHAIR:

DATED:

Meeting Name:	Housing Scrutiny Commission
Date:	2 December 2025
Report title:	Review of District Heating and Related Issues
Ward(s) or groups affected:	All wards
Classification:	Open
Reason for lateness (if applicable):	Not applicable
From:	Director of Repairs and Maintenance

RECOMMENDATIONS

1. The Housing Scrutiny Commission is asked to note the contents of this report.

BACKGROUND INFORMATION

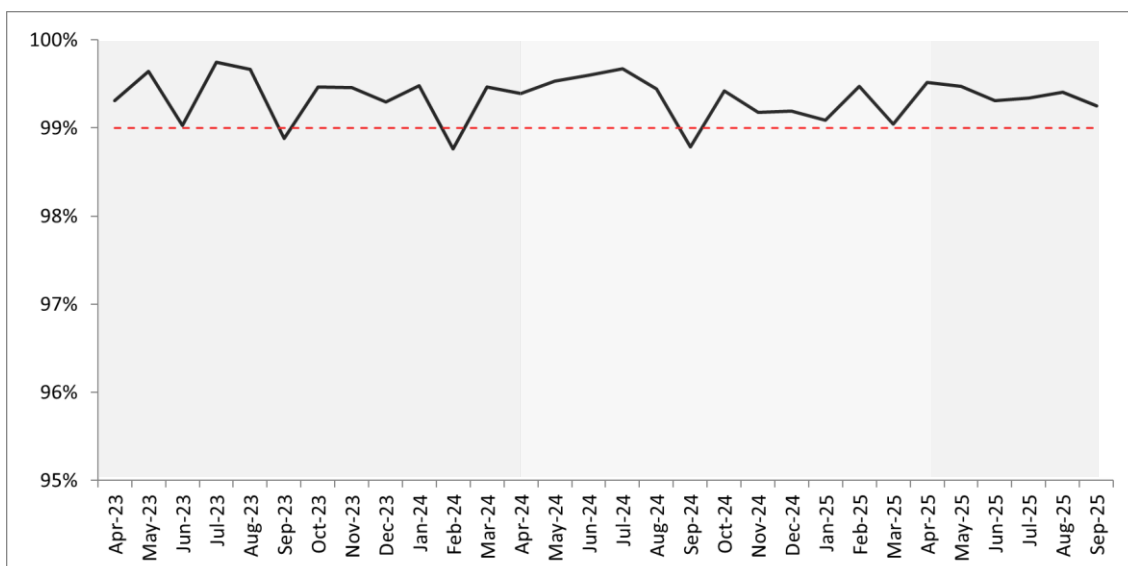
2. The council operates both old and new heat networks, ranging from small to very large. Over 17,000 homes are connected to heat networks in the borough. Most operate very reliably but most also contain at least some elements which are beyond their original life expectancy. Some networks face significant reliability and efficiency issues.
3. The Housing, Community Safety and Community Engagement Scrutiny Commission made a number of recommendations and requests in 2024 which the cabinet responded to on 3 December 2024 (see background reports).
4. Most recently, the Housing Scrutiny Commission have requested a report reviewing the district heating service and related issues, including:
 - a) the preparedness of systems and expectations of their performance for the upcoming colder seasons
 - b) overly warm houses and water – the potential to lower temperatures of properties which are too warm due to underground pipes or hot water on estates where this is reaching 90°C.
 - c) the Council's compliance with new and upcoming Ofgem regulations regarding District Heating
 - d) clarity of billing for residents
 - e) implementation update against the actions identified in Cabinet's 3 December 2024 "Response to the report of the Housing, Community Safety and Community Engagement Scrutiny Commission - review of heating and hot water outages"

5. The level of detail provided against point 'd' is very limited. Upon seeking additional clarification from the council's Scrutiny Office, it was reported that the request was not raised by the current commission and therefore no further detail could be provided. It was also reported that the other four points should be the focus in terms of the commission's interest and time. On this basis, point 'd' has not been addressed within this report and can either be addressed verbally, or can be addressed within a future report to the commission. The remainder of this report is structured to address points 'a', 'b', 'c' and 'e'.

KEY ISSUES FOR CONSIDERATION

The preparedness of systems and expectations of their performance for the upcoming colder seasons (point 'a')

6. The council has completed summer improvement works across a number of boiler houses and plant rooms across the borough, totalling approximately £1m investment. Examples of summer works undertaken in 2025 include:
 - replacing worn components and obsolete parts (which though working could cause lengthy outages if they fail)
 - replacing heating pumps approaching end of life
 - adding additional isolation valves to make it possible to maintain service to most blocks while repair works are carried out in certain locations
7. Where compensated heating is used, the council carried out borough-wide testing in early September to confirm correct operation six weeks prior to the switch to winter run. This allowed heating to be provided whilst on summer run if temperatures dropped to below 17C between the hours of 6am and 11pm. This test resulted in far fewer complaints and enquiries from residents, councillors and other stakeholders both in the run up to switch-over and during the switch-over itself.
8. The council has also begun piloting the use of Artificial Intelligence (AI) alarm systems in 2025. Automated alarms (able to raise repair jobs directly with our contractors without the need for council intervention), are now being trialled at both the Aylesbury and North Peckham boiler houses, which have both been refurbished in recent years. The modern equipment installed has enabled this trial to take place. The trial commenced at Aylesbury in April 2025 and at North Peckham in September 2025 and is proving beneficial, enabling quicker responses to problems.
9. So far this financial year, the average availability across all heat networks in the borough has been above the 99% target every month. The graph below shows the monthly availability statistic for each month since April 2023.



10. Despite the summer investments, and ongoing planned preventative maintenance carried out, and whilst all reasonable steps have been taken to reduce the risk of winter outages, we cannot guarantee that winter outages will not happen. We continue to look after aging engineering assets well past their intended life expectancy.

Overly warm houses and water – the potential to lower temperatures of properties which are too warm (point ‘b’)

11. The scrutiny committee has asked for feedback on “Overly warm houses and water – the potential to lower temperatures of properties which are too warm due to underground pipes (e.g. on the Scovell Estate) or hot water on estates where this is reaching 90°C”.
12. We are aware of certain estates suffering from overheating problems. This can be due to higher network temperatures, lack of controls, and often outdated network design. Improvements can sometimes be achieved through simple repair or replacement of dwelling controls, but other times require more major investment and changes.
13. Over the last six months, the Engineering Services team has been working with the Tenants and Residents Association (TRA) and ward councillors on the Consort Estate, identifying properties with over-heating problems, carrying out telephone, web-based and physical surveys to identify likely causes and booking minor repair and replacement works to address the issues. Many properties were found to have room thermostats that did not work, or to have no thermostat at all. Others were found to have poorly insulated hot water cylinders, and some were even found to have completely uninsulated cylinders.
14. In all these cases, the excessive heat loss was making dwellings uncomfortably hot and costing both the council and homeowners money unnecessarily. Jobs have been carried out to repair or replace

thermostats and to insulate or replace hot water cylinders. Individually, these small improvements will make a material difference to the comfort of residents. Taken together they should make a quantifiable difference to estate heating bills. At the same time, on the Consort estate, an optimisation study has begun to investigate more extensive changes to the heat network to drive more significant efficiency improvements.

15. The council has also commenced an optimisation study at the North Peckham and Gloucester Grove estates as this network has previously been identified as being in urgent need of improved efficiency.
16. At the Scovell estate, dwelling over-heating has also been reported by some residents, but the focus of recent work has been the repair of semi-regular bursts on the underground mains. This network is likely to need further investment in the coming years but is not as high priority as those with lower availability statistics. For reference Scovell had 99.1%, 99.6% and 99.0% availability in 2022, 2023 and 2024 respectively. These are not as high as we would like but are better than the estates receiving immediate investments. The Scovell boiler house is also due to have a bulk heat meter fitted and the data from this will help to optimise the service to the estate.
17. Regarding reports of hot water being supplied to dwellings taps at 90°C, we are not aware of any incidents. This would constitute a serious health and safety risk and would be acted on immediately. Engineering Services conducts monthly monitoring of stored hot water where there is communal storage. This is to ensure compliance with legionella legislation and control, but this programme of monitoring would also identify if communal hot water was being stored and supplied at temperatures significantly above 60°C.

The Council's compliance with new and upcoming Ofgem regulations regarding District Heating (point 'c')

18. The Energy Act 2023 paved the way for the Heat Networks (Market Framework) (Great Britain) Regulations 2025. These regulations shift heat networks from being unregulated to regulated and empower Ofgem as the official regulator for heat networks in Great Britain. Ofgem has been appointed as regulator since April 2025 but will assume its full role from January 2026. The main regulations will be phased in over time. Different aspects of the regulations are being developed and consulted on currently. Limited details are available and these are laid out below.
19. **Consumer protection and advocacy:**
 - **From April 2025** - All heat network consumers have had access to statutory advocacy services (Citizens Advice in England and Wales) and the Energy Ombudsman for unresolved complaints.
 - **From January 2026** - Initial set of authorisation conditions for operators and suppliers are due to apply including fair pricing, billing

transparency, customer service standards, complaints handling, and protections for vulnerable consumers (e.g. Priority Services Register). Details are still being finalised through consultation.

- **From January 2027** - Further rules on pricing and Guaranteed Standards of Performance (GSOPs), are planned to be fully in force. New heat networks or new activities started after this date will require authorisation upfront.

20. **Technical standards:** The government is developing a Heat Networks Technical Assurance Scheme (HNTAS) to support mandatory minimum technical standards on efficiency and performance. HNTAS will be structured to specify standards for each constituent part of a heat network – energy centres, district distribution networks, communal distribution networks, substations, consumer connections and consumer heat systems. Specific metering and monitoring requirements will apply to each element to evidence that minimum standards are being met. A formal consultation on HNTAS is expected to be launched before the end of 2025 with HNTAS coming into force at some point in 2026, though existing heat networks are expected to have many years before needing to comply with all aspects of the scheme.

21. **Impacts for the council include:**

- The council currently holds “deemed authorisation” (since 1 April 2025) but will need to register its heat networks information with Ofgem via a new digital platform by 26 January 2027 in order to be authorised to operate heat networks beyond that point.
- The council has been working with Ofgem providing feedback on their portal development, but the information that will be required and the format in which it must be supplied is still unknown.
- It is likely that certain processes will need to be changed or updated in order to comply with the regulations and GSOPs as they come into force.
- Currently unconfirmed, but the council may be required to disaggregate its heat charges from tenancy agreements and lease agreements, implementing specific Heat Supply Agreements instead. If this is a requirement it would have a significant impact in terms of legal communication and implementation, charge setting and collection and potentially on debt levels.
- Heat metering – currently the council installs heat meters in all new build settings and retrofits heat meters where it is cost effective to do so. Currently around 15% of properties connected to council heat networks have heat meters. HNTAS is likely to require all properties to have heat meters. This could prove extremely difficult to implement in a short timeframe (experience of retrofitting meters over the last three years has shown some residents are resistant to having them fitted and do not permit access to council contractors easily).
- Network upgrades – it is very likely that many parts of the council's older heat networks will not meet all minimum standards for efficiency and performance. In these instances, it is expected that

network performance improvement plans will need to be developed and implemented, or a network (or part thereof) will have to be declared to be 'end of life' and the network rebuilt to modern standards. Clearly such investments will be capital intensive, impacting both the Housing Revenue Account and connected homeowners who have to contribute to capital works.

22. Next steps for the council include:

- Monitoring current and upcoming government consultations to ensure regulatory requirements are understood as soon as possible
- Working to improve heat network asset data so that the registration process can be carried out
- Continuing to roll out both bulk and residential heat meters to comply with current and upcoming regulations and to provide data for assessing network performance
- Registering with the Energy Ombudsman as the statutory dispute resolution service
- Registering all heat networks with Ofgem by January 2027

Implementation update against the actions identified in December 2024 (point 'e')

23. An update regarding implementation of the actions identified in the cabinet's December 2024 report titled "Response to the report of the Housing, Community Safety & Community Engagement Scrutiny Commission - review of heating and hot water outages" can be found in Appendix 1 of this document, which is a reproduction of the relevant parts of the scrutiny action tracker.

CONCLUSION

24. The council's many heat networks generally offer a very reliable service to residents, but major challenges exist on some networks. With full heat network regulation coming very soon, there are likely to be several significant changes to the way the heat networks service is run, and major investments will be required. The council will need to keep a sharp focus on the specific requirements of the regulations as they emerge over the coming months.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Response to heating and hot water recommendations by the Housing, Community Safety and Community Engagement Scrutiny Commission Review	Southwark Council, 160 Tooley Street, London, SE1 2QH	Paula Thornton 020 7525 4395
Link: https://moderngov.southwark.gov.uk/documents/s123646/Report%20Response%20to%20scrutiny%20commission%20-%20heating%20and%20hot%20water.pdf		
Heat Networks Strategy Cabinet 14 September 2021	Southwark Council, 160 Tooley Street, London, SE1 2QH	Paula Thornton 020 7525 4395
Link: https://moderngov.southwark.gov.uk/documents/s101251/Report%20Heat%20networks%20strategy.pdf		

APPENDICES

No.	Title
Appendix 1	Implementation update against the actions identified in Cabinet's 3 December 2024 "Response to the report of the Housing, Community Safety and Community Engagement Scrutiny Commission - review of heating and hot water outages" (extract)

AUDIT TRAIL

Lead Officer	Ryan Collymore, Director of Repairs and Maintenance		
Report Author	Tom Vosper, Strategic Project Manager – Heat Networks		
Version	Final		
Dated	18 November 2025		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title		Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance		No	No
Strategic Director of Resources		No	No
Cabinet Member		No	No
Date final report sent to Scrutiny Team			20 November 2025

Appendix 1 – implementation update against the actions identified in Cabinet’s 3 December 2024 “Response to the report of the Housing, Community Safety and Community Engagement Scrutiny Commission - review of heating and hot water outages”

Scrutiny Recommendations			Cabinet Responses		Action Tracking		
Report Title	Date report submitted to Cabinet	Recommendation	Date of response to Recommendation	Cabinet Response	Report Author	Lead Officer	Progress towards implementation
Review of Housing Allocations, Homelessness, and Heating & Hot Water Outages, Fire Safety and Policing in Southwark	22/07/2024	<p>Recommendation 5 [Heating and Hot Water Outages] - That the Cabinet urgently commission officers to review the heating and hot water outages at Rouel Road Estate to make an action and delivery plan to address the problems, including:</p> <ul style="list-style-type: none">Resolve issues faced with customers contacting the call centre, waiting times, repeated calls and no previous system records of customer callsDeliver regular maintenance and servicing tasks of plant rooms and pipework including checking individual properties and confirming with residentsCompensation payments for outages that have caused health detriments, disruption and inconvenienceMonitor contractor Key Performance Indicators (KPI) at Rouel Road and Four Squares	03/12/2024	<p>Responses below against each bullet point:</p> <ul style="list-style-type: none">The Average Waiting Time for the contact centre is under 2 minutes, and it was 3 minutes and 30 seconds in the last financial year. All calls coming through to the contact centre via the designated line and reference numbers are provided for tracking. All calls are recorded and can be tracked if reference numbers are produced. At times, callers mistake calls to other teams with the contact centre.Agreed. The council and its contractors already deliver planned preventative maintenance tasks within the plant rooms at Rouel Road including weekly, monthly, quarterly, bi-annual, and annual checks and maintenance tasks appropriate the specific plant items in place. These tasks were not conducted by engineering services but by the major works contractor during the plant room replacement works carried out in 2020-21 and the year of 'Defects Liability Period' that followed. The council currently does not carry out proactive checks and maintenance within district heating dwellings due to the expense, though targeted door knocking and checking with residents does take place after any outages or planned works. We agree with this recommendation that additional property checks are needed, however. We are also mindful of the cost of delivering additional works in the properties – all costs are felt by the council and its tenants and homeowners. We propose the following:<ol style="list-style-type: none">Council contractor to door-knock at least one property after an outage or shutdown unless there is a tangible reason not to do so, and this must be reported in the job report before payment.Council to use its Quality Monitoring contractor to perform a minimum of one	Tom Vosper	Simon Holmes	<p>In relation to the second bullet point / sub-action where three separate tasks were proposed:</p> <ol style="list-style-type: none">Door-knocking at least one property after a shutdown: This has started but we have faced issues with the contractors not always including with the job reports. Verbal reporting to the engineering services team has commenced. The inclusion within the job reporting is to be reinforced within the monthly contract meetings.One dwelling survey per network to be undertaken: The council has commissioned its Quality Monitoring contractor (PCM) to carry these out as part of their gas service quality monitoring, which covers both individual and heat network properties. These surveys are being logged on the PCM portal and now forms an additional source of asset data. This data is also forming part of the data pack collated for the new term contractor tender.Including heating assets within wider stock condition survey: This has commenced as of September 2025. All boiler houses and plant rooms to be completed with the first year of the four year stock condition programme. 60% of dwellings to be checked within the first two years. <p>In relation to the fourth bullet point relating to monitoring KPIs at Rouel Road and Four Squares: Monthly Rouel Road issues monitoring has been taking place since autumn 2024. Issues appear to be lessening. Winter switch on for 25/26 winter appears to have been issue free. Due to the reduction of issues faced the engineering services team now intend to drop this item from the regular monthly contract monitoring agenda, but can re-introduce in the future if required. The team has also offered to attend any TRA / Resident meetings over the course of the last year. This offer hasn't been taken up by residents as yet, but can still be actioned if requested.</p>

				<p>detailed dwelling survey per boiler house per annum to improve overall data held on dwelling internal system condition.</p> <p>3. Council is also planning a full stockcondition survey and will ensure that the surveys performed include heating assets.</p> <p>· Agreed. The council currently makes automated compensation payments for any outage that lasts more than 24 hours. There is no way of knowing if an outage has caused health detriments, particular disruption or inconvenience unless residents complain. However, the council has a strong complaints process in place that is able to award compensation in these cases. Within the council's Compensation Policy it allows for compensation to be paid for any distress caused to a complainant, it is reviewed on a case by case basis and it is why residents are advised to complain if they feel they are entitled to more than the standard day rate.</p> <p>· Agreed. The council already monitors its maintenance contractor performance carefully through Key Performance Indicators and regular face to face contract monitoring meetings as well as day by day management of specific issues. Officers will ensure issues at Rouel Road are kept as a standing agenda item for the next 12 months to provide additional scrutiny. The particular problems encountered at Rouel Road seem to have occurred not due to a lack of term contractor monitoring and management but rather because this system was not under the control of Engineering Services and its contractors at the time. Following the problems at Rouel Road the council has moved to a different delivery model of major works heating projects so these are now kept within Engineering Services to avoid any scope and responsibility gaps.</p>			
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Review of Housing Allocations, Homelessness, and Heating & Hot Water Outages, Fire Safety and Policing in Southwark	22/07/2024	Recommendation 6 [Heating and Hot Water Outages] - That the Cabinet commission a resident consultation and engagement exercise with residents of Rouel Road Estate undertaken as soon as possible, working closely with ward councillors, focusing on post-repair resident and tenant satisfaction surveys with regards to heating and hot water outages. This should include an estate walkabout, an in-person meeting with residents, an online meeting, an online survey, and door-knocking, with the outcome of this exercise brought back to this scrutiny commission.	03/12/2024	Agreed. Engineering Services have commenced a resident consultation exercise with Rouel Road residents including inperson and online options for meetings and survey responses. The results of the survey have been returned and are being analysed. A follow up in-person meeting with residents and ward councillors has also taken place. Officers will continue to engage with residents and ward councillors in delivering the consultation and will bring the results of the exercise back to the Scrutiny	Tom Vosper	Simon Holmes	As agreed, the council has carried out a resident consultation and survey utilising web forms, email and face to face visits. In total 36 survey responses were received. In general residents reported not being happy with their heating system (83%). This was for a mix of reasons including outages, poor control, low pressure of hot water and high cost. On the other hand, 69% of respondents reported that they could turn the heating off when it was not needed and several residents reported experiencing only very few or no outages at all. Some residents reported dissatisfaction with how contact centre staff handled their calls when they reported outages. Since the completion of the resident consultation exercise, in late 2024, there has been a reduction in complaints and negative feedback from both residents and councillors. We continue to monitor the situation.
Review of Housing Allocations, Homelessness, and Heating & Hot Water Outages, Fire Safety and Policing in Southwark	22/07/2024	Recommendation 8 [Heating and Hot Water Outages] - That the Cabinet put in place more robust and stricter controls for contract monitoring and accountability, prior to contract renewal of service providers for heating and hot water repairs in the municipal year 2024-25; and that the Cabinet should invest greater resources in the management of contracts, including team capacity and upskilling of officers. Contract management controls should include better data monitoring and reporting standards from contractors, to enable automatic payment of compensation, which should be clawed back from the contractor, and contracts should include penalty notices for under-performance.	03/12/2024	Agreed. The council is currently undertaking procurement for new gas, heating and water maintenance contractors for individual heating, district heating, building management systems and quality monitoring. This is therefore an opportune moment to improve and modernise themonitoring requirements within the contracts. The current contracts include some financial penalties for not hitting certain KPIs (response time on urgent jobs). The specific point of clawing back resident compensation payments from contractors (where these can be proven to be the result of under-performance by the contractor) is challenging as it could push prices up and discourage smaller local companies from bidding due to increased risk, but we are looking into this by speaking with other councils to see if they have managed to find a way of achieving this.	Tom Vosper	Simon Holmes	The council's new term contractor procurement has gathered pace over the last six months. The current proposal is to split the service into a greater number of Lots, to give better contractor back-up and resilience. More streamlined and granular reporting is also a significant consideration as the procurement details are developed. We are also looking at innovation and the use of AI as a separately scored metric. We have also commenced with compensation recharge to the current contractors on a case by case basis where we can prove negligence / under-performance.

Review of Housing Allocations, Homelessness, and Heating & Hot Water Outages, Fire Safety and Policing in Southwark	22/07/2024	<p>Recommendation 9 [Heating and Hot Water Outages] - That the Cabinet review the compensation scheme payments for heating and hot water outages being paid to residents. The compensation scheme should:</p> <ul style="list-style-type: none">· Take account of where there are continual non-consecutive outages or shorter multiple outages· Extended periods of time taken for resolution of existing repairs causing detriment to health, disruption and inconvenience· Include a mechanism for automatic uprating of the compensation taking inflation into account	03/12/2024	<p>Agreed. There is an underlying task which would enable the council to make some of the recommended changes in the future. This is to improve the reporting structure and methodology to digitise it and make the data cleaner. Once this is done, it will enable lots of different reports to be run which would support more complexity in awarding compensation payments.</p> <ul style="list-style-type: none">· At present this is done on a case by case basis, not automatically (see above).· At present this is done on a case by case basis, not automatically (see above). Any requirement for compensation that is specific to a personal impact such as causing individual health detriment or disruption would need to be dealt with through the existing complaints procedure in order to capture the individual circumstances.· This could be implemented as part of the rents and budget setting procedure annually which is when the tenant weekly heating charges are set. However, compensation payments may become a regulated amount set by Ofgem in the coming years causing the process to change again. The council could implement a one-off change to the daily compensation amount as a stop-gap. In the context of the challenges faced by the HRA, the Cabinet Member for Council Housing will be liaising with finance colleagues on this in due course.	Tom Vosper	Simon Holmes	No update available at this time.
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Meeting Name:	Housing Scrutiny Commission
Date:	2 December 2025
Report title:	Good Landlord Plan Progress Update
Ward(s) or groups affected:	All wards and council tenants and leaseholders
Classification:	Open
Reason for lateness (if applicable):	N/A
From:	Hakeem Osinaike, Strategic Director of Housing

RECOMMENDATION(S)

1. To note the progress and status of the Southwark Good Landlord Plan which outlines Southwark's approach to becoming a good landlord for all tenants and leaseholders.

Executive summary

2. This report provides an update on the progress of Southwark's housing improvement programme in meeting the required outcomes of the Housing Consumer Standards through the Good Landlord Plan (GLP), following the Regulator of Social Housing's (the Regulator) C3 judgement on how we are meeting these Standards.
3. The GLP sets out how we will deliver the Southwark 2030 Strategy goal Decent Homes for All and comply with new regulatory frameworks introduced following the tragic Grenfell Tower fire. Failure to comply would put the council in breach of its statutory duties and at risk of sanction by the Regulator and the Building Safety Regulator.
4. The Regulator has responded positively to the Council's overall approach, particularly the emphasis on governance, transparency, and capacity-building.

Background

5. The Regulator carried out a planned inspection of the council's landlord services in August 2024, taking the Council's self-referral over electrical condition testing within its homes into account. This self-referral took place in June 2024, following an internal audit which highlighted concerns over electrical condition testing. Self-referral in such circumstances is a regulatory requirement.
6. On 27th November 2024, the Regulator published its regulatory judgement for Southwark Council's landlord services confirming a consumer grading of C3 which means the Regulator considered there to be serious failings in delivering the outcomes of the Consumer Standards with significant improvement needed. The four Consumer Standards are:
 - ◆ Safety and Quality Standard
 - ◆ Transparency, Influence and Accountability Standard

- ◆ Neighbourhood and Community Standard
- ◆ Tenancy Standard

7. The table below shows the failings identified in the inspection.

No.	Theme	Key Inspection Finding
F.1	Electrical condition	Over 50% of Southwark Council's homes had not had an electrical condition test for over five years.
F.2	Smoke alarms	At the time of the inspection over 50% of Southwark Council's homes were without smoke alarms.
F.3	Remedial fire safety actions	Southwark had 2,000 overdue fire safety remedial actions.
F.4	High risk fire safety actions	100 outstanding fire safety actions were categorised as high risk by the council.
F.5	Stock condition survey	Southwark Council does not have up to date stock condition information for most of its homes. The Regulator did not have assurance that Southwark Council has a sufficient understanding of the condition of its homes in order to deliver the Safety and Quality Standard.
F.6	Decent Homes Standard	Southwark Council reported that around 30% of its homes do not meet the requirements of the DHS.
F.7	Repairs consistency	While the inspection provided assurance that Southwark Council is delivering an effective repairs service, the Regulator advised that there is scope to improve consistency in repairs completion times.
F.8	Damp and mould	The Regulator recognised improvements but advised that a focus on damp and mould should form part of our improvement work.
F.9	Allocations policy	In relation to the Tenancy Standard, the Regulator identified that Southwark Council was failing to allocate its homes in a fair and transparent way that takes the needs of tenants and prospective tenants into account. The Council's existing allocations scheme had not been updated since 2013 and the introduction of an annual lettings plan in 2023 has led to a lack of transparency in the allocation of empty homes.
F.10	Communication and information	The Regulator found a need to improve transparency & communication in relation to its allocation of empty homes, and the transparency of Southwark Council's communications to its tenants about its failure to comply with landlord health and safety requirements.
F.11	Fair and equitable outcomes	The Regulator found that there is scope for Southwark Council to strengthen its understanding of how its services deliver fair and equitable outcomes for tenants through analysis of service outcomes based on tenant characteristics.
F.12	Tenant influence and decision making	The inspection identified weaknesses in how Southwark Council takes tenants' views into account in its decision making and communicates how tenants' views have been considered. It highlighted the need to ensure that resident engagement was more impactful.

F.13	Housing Management/TMOs	The inspection found weaknesses in Southwark Council's approach to supporting tenants to exercise housing management functions through Tenant Management Organisations (TMOs). This has contributed to breaches in the management agreements for three TMOs, resulting in poor outcomes for tenants.
F.14	Performance information	The Regulator did not have assurance that Southwark Council is meeting the specific expectations on the provision of performance information to tenants to support effective scrutiny of landlord services. There is limited information on performance and improvement activity routinely available or reported to tenants, undermining tenants' capacity to hold their landlord to account.
F.15	Complaints information	The inspection found weaknesses in how Southwark Council is delivering complaints information. The Regulator did not see evidence of Southwark Council sharing information with tenants about the type of complaints received and how this information is used to improve its services.
F.16	Complaints timeframes	Complaints reports indicated that Southwark Council is focussed on learning from complaints but responding to complaints within relevant timescales is a key area targeted for improvement, and there is a backlog of open complaints to resolve.

8. Following the regulatory judgement, the Housing Improvement Programme was initiated as a cross-cutting programme of improvement and transformation across housing services to tackle the root causes of the failings identified in the regulatory judgement and deliver sustainable lasting change that improves outcomes for residents.
9. The Council is required to meet with the Regulator on a monthly at present and demonstrate improvement through the agreed Programme which is now integrated into the GLP. The Regulator has the power to downgrade Southwark to a C4, meaning there are very serious failings requiring fundamental changes, and the Regulator may take enforcement action.

KEY ISSUES FOR CONSIDERATION

Becoming a Good Landlord

10. Delivery of high-quality housing services is a key priority across the council. Our Southwark 2030 strategy sets out our shared vision for 2030 and ‘a decent home for all’ is a key goal area of the strategy.
11. The GLP is central to the Southwark 2030 Strategy. It provides a structure for aligning our housing improvement work with the council’s wider goals around fairness, health, and opportunity. It is a tool for holding ourselves to account, and for making sure that the voices of our tenants and leaseholders shape how we deliver services now and in the future.
12. The Good Landlord Plan is based on six themes:
 - ◆ Better Homes
 - ◆ Better Estates
 - ◆ Better Repairs
 - ◆ Better Customer Service
 - ◆ A Stronger Voice for Tenants
 - ◆ New Council Homes
13. A resident-friendly version of the plan is published on the website¹ with updates included in the annual report².
14. The GLP builds on the lessons from our ongoing engagement with the Regulator and directly supports our response to the C3 judgement. It reflects our determination to improve the experience of tenants and leaseholders by strengthening the way we manage homes, resolve repairs, communicate with residents and meet our legal and regulatory duties. It also sets out a clear framework for accountability and service improvement, so residents know what to expect from us and how we are performing.
15. The GLP scope also includes improvements to services that were not highlighted as significant failings or where the Regulator had found assurance that the Consumer Standards are being met. For example, the Regulator stated that while the inspection provided them with assurance that Southwark Council is delivering an effective repairs service, there is scope to improve consistency in repairs completion times. As repairs are the subject of the majority of residents’ complaints, this is a priority area for improvement. Preparation for Awaab’s Law is also in scope despite not being an area of failing.
16. Likewise, although the Regulator found evidence that the council deals effectively with anti-social behaviour (ASB) and hate incidents in line with its policy and

¹ [Good Landlord Plan 2025 DIGITAL.pdf](#)

² [Our housing annual report | Southwark Council](#)

procedures and in partnership with relevant organisations, our residents have told us that how we manage ASB can be improved, so work has been done to improve the existing procedures.

Better Homes Progress

17. In terms of decent homes, following completion of the pilot stock condition survey, the full programme has commenced. 1,222 surveys were completed in the first four weeks. Presentations were given to TMO representatives and at both the Tenant and Leaseholder forums in October. We are on target to hit 20% internal and 25% external stock condition by March.
18. The implementation of the True Compliance system is continuing with implementation of electrical, gas and water safety well underway. A new mobile working application for carrying out asbestos management surveys has also been tested and is ready for release.
19. A short piece of consultancy work is also underway to look at data quality issues to improve assurance on data used in compliance and across the management of assets. This includes an initial review on data flow for electrical compliance and on how asset data is structured within systems. This work will inform longer term data maturity improvements following weaknesses identified in root cause analysis work following the failings related to compliance and stock condition.
20. A redesign of the no-access process across key compliance areas is continuing to minimise slippage of ongoing assessment and inspection programmes and to keep tenants safe.
21. Compliance performance has improved in the period from the end of March to the end of October:
 - Domestic electrical condition tests have increased from 24.7% to 48.6%
 - Communal electrical condition tests have increased from 66.9% to 89.93%
 - The percentage of compliant smoke alarms has increased from 7.0% to 33.2%
 - Overdue high risk fire risk assessment actions have reduced from 218 to 160
22. Works on Consort Estate began in April 2025 and are progressing on schedule, with successful pilot completion, ongoing resident consultation, and internal surveys revealing a need for increased bathroom adaptations. These adaptations are now funded from the adaptations budget, enabling quicker delivery of these upgrades. At the end of October, 60 homes have received kitchen and/or bathroom renewals.
23. Crane House's detailed design phase includes fire safety works, general refurbishment, smoke modelling, and potential sprinkler installation. Extensive resident engagement is planned and design finalisation is pending regulatory approval. However, assembling a Resident Project Team remains challenging.

24. Works on Priory Estate began in May 2025 with completion expected by the end of November 2025, but progress is hampered by access issues to some garages and possible asbestos concerns. Despite difficulties forming a Resident Project Team, project updates continue to be shared with residents. At the end of October, 16 homes have received kitchen and/or bathroom renewals.
25. Honiton Gardens will see surveys and pre-commencement activities undertaken by the contractor before work begins on fire safety, kitchen, bathroom and electrical upgrades.
26. Wyndham & Comber Estates, covering 651–661 properties, are in detailed design for fire safety and communal area refurbishment. Draft scopes are under resident review, with planned procurement via the South East Consortium. Ongoing exploration of homeowner participation in contractor selection continues to ensure compliance with procurement rules.
27. We are continuing our programme to replace around 1,000 boilers each year. So far, 646 boilers have been replaced by the end of October 2025, and the programme is on track.

Focus to March 2026

28. Go-live of the next phases of the True Compliance system including electrical, gas, asbestos, lifts and water safety.
29. Delivery of programmes to achieve compliance for areas of failure i.e. FRA actions, EICRs and smoke and Carbon Monoxide alarms.
30. Revised no access process and approach in place, focusing more on diverse needs and a relational approach to access.
31. Development of robust performance reporting and improvements to data issues, with clear trajectories produced and tracked for non-compliant safety areas and weekly Power BI reporting from True Compliance published.
32. Completion of the first internal 20% and external 25% of stock condition surveys.
33. The Compliance team is working closely with stakeholders across the business to address the high volume of open Fire Risk Assessment (FRA) actions. We have implemented a structured engagement process, scheduling biweekly or monthly meetings with each team based on the number of open actions assigned to them. This targeted approach ensures effective management of the workload while reinforcing accountability and ownership at all levels. During these sessions, actions are reviewed line by line to confirm progress and resolve any barriers to completion. Additionally, we have instructed all teams to record expected completion dates for every action in True Compliance. This measure provides greater visibility of

timelines, enabling us to monitor performance, identify risks early, and report accurately to senior leadership.

Better Estates Progress

34. Estate surgeries across all areas were launched on 22 October 2025. This initiative is designed to enhance resident engagement through face-to-face contact, promote transparency and accountability in our housing services and provide a visible and responsive presence on estates where we can tackle issues proactively, including anti-social behaviour, estate services and tenancy concerns. Our soft launch in October employed a multi-channel approach, including text messaging to residents, leaflets delivered to properties, posters on estate notice boards and updated email signatures, with leaflets also made available at our Service Point in Peckham Library. We are sustaining momentum through ongoing promotion, including features in the housing newsletter and an upcoming article in the December edition of Southwark Life magazine. Early feedback indicates that whilst attendance has been sporadic with some estates seeing no attendance to date, the residents who have participated have expressed positive feedback and welcomed the service on their estates. We recognise this is an emerging initiative and are planning targeted publicity for areas with lower engagement. We will keep running surgeries over the next several months to assess their usefulness and levels of resident satisfaction.
35. We are improving how we respond to Anti-Social Behaviour (ASB). A new procedure has been agreed and is awaiting final approval. ASB reporting codes have been updated to ensure consistent recording, which will improve data analysis. Monthly data review meetings and complex case panels are in place, and training has been provided for managers and case officers. A strategic ASB board, chaired by the Council and Police, has been set up to oversee partnership work and priorities. A communications strategy has also been developed to keep residents informed.
36. We are developing a digital engagement strategy as part of our wider resident engagement plan to understand how people want to communicate. This will include making full use of the Engage platform to give residents more ways to share their views and get involved.
37. We are working with the Waste Management team to develop a new approach to tackling waste issues. A report outlining the proposed plan will be presented to senior management for consideration.
38. We are working with the Waste Management team to develop a new approach to tackling issues like fly-tipping and littering. While a full case management system is being developed, we may use the 'Fix My Street' platform as an interim solution to help report and manage problems.
39. We are working with the Waste Management team to develop a new approach to tackling waste issues, led by the Estate Services team. The plan is currently being shaped in partnership with colleagues to ensure effective solutions.

40. We are working with the Parks team to review playground equipment and maintenance plans. This review is on track and will help set clear priorities for future investment and improvements to estate play areas.
41. We are improving how we manage estate issues by reviewing our processes and exploring options for a new case management system. This work is being developed with TDS to design a system that will make tracking and resolving problems more efficient.
42. As part of our improvement programme, we are developing a plan to identify what tenant data is needed and how to keep it updated, including through tenancy audits. This work will also form a key part of our overall tenancy strategy.
43. We are working with the Organisational Development team to deliver staff training scheduled. Additional training needs will be identified through our training needs analysis programme to ensure staff have the right skills and knowledge.

Focus to March 2026

44. Embedding of the new ASB procedure including quality assurance.
45. After estate-specific consultation, the final design for the Cleaning and Waste Management Pilot is pending, with infrastructure work and service changes set to begin in March 2026.
46. Future of Marie Curie House to be presented to Cabinet for decision December 2025.
47. Complete and launch the digital engagement strategy as part of the wider resident engagement plan. Fully deploy the Engage platform to provide diverse communication channels and gather resident feedback, ensuring the approach reflects how residents prefer to interact with services.
48. Complete the playground equipment and maintenance review with the Parks team to inform investment priorities.
49. Conduct training needs analysis to identify additional development requirements.
50. Advance the tenant data management plan, including tenancy audits, as a foundation for the broader tenancy strategy.

Better Repairs Progress

51. Improvements to the online repair solution have started with changes to the way damp and mould is reported. This includes changes to better signpost private rented sector tenants to their landlord or to the private sector housing team for assistance. The form has also been changed to ensure urgent cases are prioritised i.e. where there is a vulnerable household member, and the resident will now receive a unique reference number to improve tracking of their request.

52. The Plentific Marketplace system went live on 10th November with around 200 communal repairs orders being raised as part of the initial phase. The Plentific system, a new repairs and maintenance system enables improved management of complex repairs including damp and mould and disrepair, access to framework 'marketplace' for procuring contractors and dynamic scheduling of repairs.
53. Issues with the current repairs system, Service Connect, identified as part of a review are being resolved to make short-term improvements to repairs management. This includes interface issues that were impacting on repairs completion reporting and a lack of productivity information creating difficulties for operatives and managers to report and identify barriers to completing repairs on the first visit.
54. For the overall repairs operating model, a review of organisational development includes financial, procurement and contract management as well as organisational culture. A programme manager joined the organisation in early November to support the work.
55. For improved management of void (vacant) properties, a Discovery phase is now complete, and a series of recommendations were approved at Housing Improvement Board in August and will now be implemented. 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.
56. The first phase of the Awaab's law legislation commenced on 27 October 2025 requires social landlords to address all damp and mould hazards that present a significant risk of harm to tenants within fixed timeframes. The regulations will be further extended in 2026 and 2027 to cover additional hazards, including excess cold and heat, structural collapse, fire, and electrical hazards.
57. The most recent changes include the aforementioned changes to accessing the service including updated communications, recruitment of additional operatives and a director-led cross-housing operational case management group to rapidly address cases requiring a decant or housing management intervention, particularly where there are severe hazards and vulnerable household members.
58. The key risks associated with the preparation for Awaab's Law relate to the recruitment of additional operatives, improvements needed to establish effective case management, and the work needed to improve the strategic collection and use of tenant data to meet diverse needs. Mitigation strategies include the implementation of Plentific Marketplace for contractor procurement, the development of bespoke case management functionality, and collaboration with Public Health to develop data-led reporting.

Focus to March 2026

- 59. Rollout of Plentific Marketplace beyond communal repairs with other Plentific modules including disrepair and damp and mould case management functionality to follow.
- 60. Cabinet approval of business case for new operating model and related changes
- 61. Design and prototype testing for a new integrated repairs online solution
- 62. Requirements, technical assessment and solution design completed for the new voids system with build underway

Better Customer Service Progress

- 63. The complaints improvement work has resulted in a reduced backlog of stage one complaints by the Housing Complaints team, from a high of 743 in May 2025 to zero overdue as of 18 September which has been maintained.
- 64. Following a Discovery into complaints handling, nine recommendations to improve stage one complaints handling have been approved and are in delivery. Working with TDS, analysis of the complaints inbox has provided a number of shorter-term opportunities for improvements such as proactive updates, fast track handling for vulnerable residents, intelligent auto-responder for housing repairs complaints. Analysis has also provided some medium-term solutions to be worked into the overall project plan including staff training and improved learning from complaints. Three members of staff who log and triage housing complaints have been transferred to the housing complaints team to strengthen issue resolution at an earlier stage of the complaints handling process.
- 65. The Bournemouth Road office will reopen for in-person housing enquiries, but work has been delayed. Plans are complete, and contractors need to be appointed, with the start date now moved to January 2026 due to procurement and compliance issues. Interim measures are being reviewed, including keeping the building open until the end of the year, and alternative sites have been set up since mid-September. We are defining requirements for local, community-based services. Initial discussions have taken place with social care teams for homelessness officers, and longer-term planning is needed to set timescales. A mapping exercise with children's services and other stakeholders is complete, and co-location of services is underway. An option for voluntary sector involvement was presented at the Homelessness and Rough Sleeping Forum on 30 October.
- 66. We are offering alternative contact methods for leaseholders, including online appointments for face-to-face meetings and call-backs. These have been available since March 2025, and the system is being reconfigured after the billing period to allow more appointment slots.
- 67. We are holding post-billing surgeries for leaseholders across the borough to discuss service charges. Six sessions have been arranged for the first two weeks of

October. Homeowners will be informed through billing packs, the council website, posters in T&RA halls, and text and email notifications. Officers from Homeownership, Repairs and Maintenance, and Landlord Services will attend to answer questions.

68. Leaseholders can now access an itemised breakdown of their service charges online. The project was completed and went live on 23 September 2025 after final testing and security checks. A communications campaign has been launched, and homeowners have been notified by text and email with instructions on how to set up a Housing Online account through MySouthwark.

Focus to March 2026

69. Further development of complaints service improvements including to complaint and service request prioritisation and categorisation
70. A Quality Assurance Framework for housing complaints handling and investigation will be implemented by March 2026.

A Stronger Voice for Residents Progress

71. A The new resident engagement strategy has been finalised ready for Cabinet approval on 2nd December. An equality impact assessment has been completed for the strategy.
72. Efforts to improve transparency are underway, with clearer information now being shared with tenants about areas where services require improvement. This approach forms part of the new communications strategy, which is prepared and awaiting approval. Performance information is already published alongside the annual report to ensure residents remain informed.
73. Steps are being taken to strengthen how tenants' views are reflected in decision-making and communicated back to residents. This is integral to the new resident engagement strategy launching in January. As part of this initiative, housing boards will be established to give residents a stronger voice. Communications have also been enhanced through the monthly housing newsletter and publication of the annual report.
74. Support for Tenant Management Organisations (TMOs) continues, helping them deliver effective housing services and prevent breaches of management agreements. A monitoring checklist has been developed and is now being transformed into a digital compliance system by Web Labs. Built using Microsoft Power Platform and Power Apps, this will allow the council to track governance and ensure TMOs adhere to the Modular Management Agreement.
75. A dedicated budget has been set aside to support resident engagement. Full details of the award process will be finalised beginning in February, but interim measures will be introduced to make sure residents' voices are recognized in the meantime.

- 76. The GIG budget for 2025/26 is £272,000, supporting small grants up to £5,000 for projects that bring tenants and residents together and enhance wellbeing, especially for council homes. Decisions on grant allocations are progressing through governance, and spending is on track to reach £248,000, with nearly £70,000 allocated and £74,000 pending approval.
- 77. Further opportunities for residents to monitor and influence the quality of housing services are being provided. An annual report will be published and performance data shared quarterly. Residents have participated in procurement panels, ASB working groups, GIG grant decisions, TRA meetings, Local Housing Forums, the Tenant Forum, and Homeowner Forum. An ASB event has also been held, with two conferences planned for later this year. These developments will be further shaped by outcomes of the Resident Engagement Strategy consultation.

Focus to March 2026

- 78. New resident engagement strategy approved and being implemented.
- 79. The Housing Revenue Account rent setting proposal will be presented to Cabinet in December 2025, as scheduled in the forward plan.
- 80. Continue rolling out the new communications strategy to improve service transparency, ensuring clearer information on areas needing improvement and publishing performance data alongside annual and quarterly reports.
- 81. Launch the resident engagement strategy in January, with housing boards, monthly newsletters, and comprehensive consultation processes to ensure resident voices are central to decision-making.
- 82. Implement the digital compliance monitoring system for TMOs using Power Apps, enabling more effective governance and ensuring adherence to the Modular Management Agreement.

New Homes Progress

- 83. Progress continues towards the target of delivering 1,000 new council homes by May 2026. To date, 34 homes have been completed, 676 are on site, and 14 modular homes are in pre-planning, totalling 724 starts. Development Agreements for Lots A and B have been approved, with contract awards expected in November 2025. While the programme is advancing, negotiations on Lot B present potential timing risks that could impact Council Plan targets and GLA funding milestones due before March 2026.
- 84. Efforts are also underway to improve transparency and communication regarding the allocation of empty homes. These activities are aligned with the upcoming publication of the new allocations policy and are linked to changes in the broader housing process.

85. A new allocations policy is being developed, a resident consultation exercise has been conducted that received 668 online responses as well as other responses from local groups and organisations.
86. The new Home Connections Choice Based Lettings system test site has gone live for testing and the first phase is complete. The initial design on the system has also taken place with the test customer site to go live by the end of the month.
87. The Southwark Homesearch bidding website has been updated with a link that outlines all the agreed local lettings schemes completed within the last two years. This includes the number of new homes per development and the percentage that has gone to the local tenants. This page will continue to be updated as new schemes are completed.

Focus to March 2026

88. A further 227 homes will complete before March 2026.
89. Phase 2 of the Tustin Estate Renewal to be presented to Cabinet for decision October 2025.
90. Decision by Chief Officer on the provision of new Council Homes at Joan Street, SE1 in October 2025
91. Preferred redevelopment option of Maydew House and Abbeyfield Estate to be agreed, subject to resident consultation.

Cross-Cutting Enabling Projects

92. The new monthly digital Housing Staff Newsletter, which was launched in July, is now accessible via SharePoint. The November edition will be published soon.
93. Monthly Housing Staff Briefings have begun, recently highlighting the Good Landlord Plan. Planning continues for the Housing Staff Awards and Annual Housing Conference. These efforts are designed to boost morale, reinforce Good Landlord values, increase leadership visibility, and encourage cross-department collaboration.
94. Following work to pull information from source data solutions, new prioritised reports have been produced on repairs, damp and mould and compliance to enable improved oversight and management information to drive forward productivity and minimise risk.
95. To further strengthen the governance and assurance model, a specialist consultancy has been commissioned to deliver our future governance, assurance and performance frameworks for housing. The outputs include:
 - A refreshed housing governance framework: This will provide a clear structured framework that defines the roles of Boards and Forums, responsibilities, and

reporting lines across Southwark's housing governance including external audit arrangements enabling stronger oversight. This also includes oversight and assurance of the Tenant Management Organisations.

- A new housing performance framework: An integrated performance framework that aligns outcomes, regulatory requirements, and resident priorities, enabling consistent measurement, reporting, and improvement across housing services.
- An outline governance structure: Roles, skills and high-level responsibilities to facilitate and administer the new governance and performance frameworks as part of a redesigned business functions department hub.

Regulatory engagement

96. At the most recent monthly regulatory engagement meetings in September and October, there was continued focus on progress with compliance delivery.
97. A particular focus has been on the outcomes of the stock condition survey pilot and how the new data will be used to inform the decent homes programme.
98. Overall, engagement with the RSH continues to be positive with a continued openness to the robust challenge provided by the Regulator.

Policy framework implications

99. The GLP is required to ensure the council is compliant with the new regulatory framework introduced in the aftermath of the Grenfell Tower Fire. 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.
100. 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 GLP will ensure that all 37,500 of Southwark's tenants enjoy their basic right to a decent home. The changes will complement four other goals in Southwark 2030:

'A good start in life'

'A safer Southwark'

'Staying well'

A healthy environment'

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

Community impact statement

101. The regulatory judgement published in November 2024, following the inspection of Southwark Council's Housing Service, included findings under the Transparency

Influence and Accountability Standard, that the Council does understand the diverse needs of its tenants, with information collected through a robust tenancy audit process, and evidenced how this is used to identify support needs into services.

102. The Regulator added that they found there is scope for the Council to strengthen its understanding of how its services deliver fair and equitable outcomes for tenants through analysis of service outcomes based on tenant characteristics.

Equalities (including socio-economic) impact statement

103. An Equalities Impact and Needs Assessment completed for the GLP indicates that in comparison to the wider borough population council homes:

- Have more children
- 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.

104. The aim of the GLP is to improve housing outcomes for all tenants and Leaseholders. The tenant survey measures data for 2024/25 showed that of the more than 2000 tenants surveyed, the highest levels of satisfaction were from tenants over the age of 75, many of whom were residents of sheltered accommodation.

105. Other demographic findings were that men were more satisfied with housing services overall than women, and those who identified their ethnic group as 'other' were the most satisfied of all ethnic groups, including being treated fairly and with respect. Asian/Asian British were the least satisfied overall, and those who identified as Black/African/Caribbean/Black British were the least satisfied at being treated fairly and with respect. Households with a disabled member had slightly higher overall satisfaction than those without a disabled household member, but lower satisfaction levels on being kept informed and treated fairly and with respect.

106. To address the Regulator's findings and strengthen our understanding of how services deliver fair and equitable outcomes, the Good Landlord Plan includes workstreams under Theme Four: Better Customer Service, by aligning to the corporate Customer Experience Plan Four Pillars, including Supporting Our Vulnerable Residents, and Theme Five, A Stronger Voice for Tenants and Leaseholders, through establishing a project to create a fair and equitable housing service, building upon the wider work of the Council's equality, diversity, and inclusion policy.

107. 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 with residents. 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.

Climate change implications

108. Southwark Council has declared a climate emergency. There are a number initiatives in the GLP that support the reduction of carbon emissions and provide improvements to the environment: We are targeting work to improve the energy efficiency of our homes, including improving the EPC rating of homes; installing more efficient boilers, and making improvements to our heat networks. We are in the process of delivering improved waste management, with a focus on improving recycling rates on our estates. We continue to support gardening and food growing on estates. New homes are built to low carbon standards and are designed to increase biodiversity.

Resource implications

Financial issues

109. Southwark faces some specific challenges in responding to the new regulatory framework given factors including: The size of the council's housing stock, with more than 37,000 tenants and 16,000 leaseholders (largest social landlord in London and forth largest in the country).The age and condition of the housing stock, as 60% of the council's homes are at least fifty years old, including more than 8,000 built before 1940.Unprecedented budgetary pressure impacting the council's Housing Revenue Account, arising from government policy interventions and macro-economic factors beyond the council's control.
110. These factors all impact the financial implications of the GLP, some of them significantly; in particular, the cost and extent of the works that will be identified by the full stock condition survey to ensure homes are safe, secure and meet the Decent Homes Standard.

Staffing issues

111. The council has allocated additional staffing resources to deliver the GLP. A dedicated programme team has been established within the Strategy and Communities department to lead on this work, supported by colleagues across the Housing department.

HR issues

112. Some of the deliverables in the GLP may require changes to the Housing department's structure and staffing arrangements. Where this is the case, these

issues will be presented in specific reports to the appropriate decision-making body, as and when they arise.

Consultation

- 113. For the reasons outlined, several elements of the GLP may 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.
- 114. The GLP will require regular consultation and ongoing engagement with tenants. This will be handled in accordance with the new engagement strategy 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 noncompliance.
- 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 of Resources

121. Nationally, HRA's 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 (3 years) seeks to contain revenue spending within defined cash limits in order 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.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cabinet Report: Good Landlord Plan https://moderngov.southwark.gov.uk/documents/s127783/Report%20Good%20Landlord%20plan.pdf	External Website	N/A
Grenfell Tower Inquiry Phase 1 report https://www.grenfelltowerinquiry.org.uk/phase-1-report	External Website	N/A
Social housing green paper: a 'new deal' for social housing https://www.gov.uk/government/news/social-housing-green-paper-a-new-deal-for-social-housing	External Website	N/A
The charter for social housing residents: social housing white Paper https://www.gov.uk/government/publications/the-charter-for-socialhousing-residents-social-housingwhite-paper/	External website	N/A
Social Housing (Regulation) Act 2023 Social Housing (Regulation) Act 2023	External website	N/A
Building Safety Act 2022 https://www.legislation.gov.uk/ukpga/2022/30	External website	N/A
Independent Review of Building Regulations and Fire Safety: final report https://www.gov.uk/government/publications/independent-review-ofbuilding-regulations-and-fire-safetyfinal-report	External website	N/A
Southwark Council Regulatory Judgement November 2024	External website	N/A

APPENDICES

No.	Title
	None

AUDIT TRAIL

Lead Officer	Hakeem Osinaike, Strategic Director of Housing	
Report Author	Anna Trevena – Housing Transformation Lead David Suen – Housing Strategy & Business Support	
Version	002	
Dated	24 November 2025	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes
Strategic Director of Resources	Yes	Yes
Cabinet Member	No	No
Date final report sent to Constitutional Team		24 November 2025

Meeting Name:	Housing Scrutiny Commission
Date:	2 December 2025
Report title:	Housing Scrutiny Commission Work Programme 2025-2026
Ward(s) or groups affected:	N/A
Classification:	Open
Reason for lateness (if applicable):	N/A
From:	Scrutiny Officer

RECOMMENDATION

1. That the Housing Scrutiny Commission agrees its work programme for the 2025-26 municipal year.

BACKGROUND INFORMATION

2. The general terms of reference of the scrutiny commissions are set out in the council's constitution (overview and scrutiny procedure rules - paragraph 5). The constitution states that:

Within their terms of reference, all scrutiny committees/commissions will:

- a) review and scrutinise decisions made or actions taken in connection with the discharge of any of the council's functions
- b) review and scrutinise the decisions made by and performance of the cabinet and council officers both in relation to individual decisions and over time in areas covered by its terms of reference
- c) review and scrutinise the performance of the council in relation to its policy objectives, performance targets and/or particular service areas
- d) question members of the cabinet and officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects and about their views on issues and proposals affecting the area
- e) assist council assembly and the cabinet in the development of its budget and policy framework by in-depth analysis of policy issues

- f) make reports and recommendations to the cabinet and or council assembly arising from the outcome of the scrutiny process
- g) consider any matter affecting the area or its inhabitants
- h) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working
- i) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the scrutiny committee and local people about their activities and performance
- j) conduct research and consultation on the analysis of policy issues and possible options
- k) question and gather evidence from any other person (with their consent)
- l) consider and implement mechanisms to encourage and enhance community participation in the scrutiny process and in the development of policy options
- m) conclude inquiries promptly and normally within six months

The work programme document (Appendix 1) lists those items which have been or are to be considered in line with the committee's terms of reference.

KEY ISSUES FOR CONSIDERATION

3. The Housing service areas that fall within the scope of the Housing Scrutiny Commission are:
 - Housing Needs and Support – focused on supporting residents with accessing housing and tackling homelessness.
 - Landlord Services – which include Area Management (north, south and central), Resident Involvement and Tenancy Management and TMOs.
 - Southwark Construction – responsible for delivering the council's new homes programme.
 - Repairs and Maintenance – includes Building Safety and Compliance, Commercial and Contract Management, Planned Maintenance and Responsive Repairs.

4. The commission has within its remit the cabinet portfolio elements listed below:

Council Homes (Councillor Portia Mwangangye)

- **Delivering Southwark's Good Landlord Plan** - to provide better homes, better estates and a stronger voice for tenants and leaseholders
- **Management of the council's homes** – including council homes, sheltered and extra care homes, council owned temporary accommodation, high needs hostels and homes and sites for Gypsy, Roma and traveller communities
- **Housing allocations** – lettings policy and allocation policy. Allocation of council, social rent and key worker homes to Southwark residents, supporting them to find a home the right size for their needs
- **Residents' involvement and services** - including services and advice for council tenants, leaseholders and freeholders and support for Tenants and Resident Associations and Tenant Management Organisations, including Getting Involved Grants
- **Housing maintenance** - including repairs* and major works; heat networks; communal repairs*; gas and electrical safety and refurbishment of empty council homes
- **Fire safety** - ensuring council homes meet fire safety standards and leading the council's work on fire safety, cladding and remediation for private sector and housing association residential buildings
- **Tenants and residents' halls** - including their maintenance, ongoing improvement and ensuring they are the best possible facilities for residents of our estates and broader community

* The Customer Relationship Management function of housing repairs sits within the remit of the Environment, Community Safety and Engagement Scrutiny Commission, the operational function sits within the remit of the Housing Scrutiny Commission.

New Homes and Sustainable Development (Councillor Helen Dennis)

- **New council homes** – the council's work to build thousands of new council homes; including new council homes for older people; net-zero homes; and working with the Cabinet Member for Council Homes to deliver new council homes on the Aylesbury, Tustin, Ledbury and Abbeyfield estates
- **New affordable homes** – including housing association social rent homes; keyworker homes; community land trusts and housing cooperatives; homes for refugees; and temporary accommodation.
- **Homelessness** – Including support for people who are at risk of being or who become homeless; working to end rough sleeping; securing good quality temporary accommodation; and establishing the council's Good Lettings Agency
- **Empty homes and short-term lets** – including the council's Empty Homes Action Plan; tackling empty homes across the private rented sector
- **Renewal of the Aylesbury, Tustin, Ledbury and Abbeyfield estates** -

working with residents to deliver new and improved homes and estates

Supported Housing (Councillor Sam Dalton)

- **Supported Housing Strategy** – Setting out the future provision of supported housing for older people, people with disabilities and vulnerable people
5. Set out in Appendix 1 are the dates of the Housing Scrutiny Commission for 2025-26 municipal year and any items identified for consideration prior to this meeting.
 6. The work programme is a standing item on the Housing Scrutiny Commission agenda and enables the Commission to consider, monitor and plan issues for consideration at each meeting.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Housing Scrutiny Commission Work Programme 2025-2026

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Scrutiny		
Report Author	Adam Wood, Scrutiny Officer		
Version	Final		
Dated	24 November 2025		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title	Comments Sought	Comments Included	
Assistant Chief Executive, Governance and Assurance	No	No	
Strategic Director of Resources	No	No	
Cabinet Member	No	No	

Housing Scrutiny Commission Work Programme 2025-2026

Meeting	Agenda items	Comment
28 July 2025	Outcome of the Review of the Canada Estate 2017/18, Fair Street/Devon Mansions 2018/19 and Kirby Estate 2018/19 QHIP Major Works Projects	To receive and comment on: <ul style="list-style-type: none"> The outcome of the Task and Finishing Team's internal review of the Canada Estate (Phase 2) 2017/18, Fair Street/Devon Mansions 2018/19, and Kirby Estate 2018/19 QHIP Major Works Projects. The outcome of the independent external reviews carried out by Pellings. The action plan submitted by the Director of Repairs and Maintenance in response to the recommendations made in the respective reports of the Task and Finishing Team and Pellings contained in the following item.
	Management Response to the Outcome of the Review of the Canada Estate 2017/18, Fair Street/Devon Mansions 2018/19 and Kirby Estate 2018/19 QHIP Major Works Projects	To receive and comment on the management response and action plan submitted by the Director of Repairs and Maintenance in response to the outcome of the Task and Finishing Team's internal review of the Canada Estate (Phase 2) 2017/18, Fair Street/Devon Mansions 2018/19, and the Kirby Estate 2018/19 QHIP major works projects. To note the response of the Director of Repairs and Maintenance to specific recommendations made by Pellings in relation to leaseholders.
14 October 2025	Good Landlord Plan Progress Update	To receive a report, <i>Good Landlord Plan Progress Update</i> , noting the progress and status of the Good Landlord Plan.
	The Revised Resident Engagement Strategy	To receive and comment on the revised Resident Engagement Strategy which responds to engagement with residents, the recommendations of the Housing, Community Safety and Community Engagement Scrutiny Commission and an independent review of resident consultation.
	<i>Tenda Road (New Build Homes)</i> <i>[The report was received by the Commission but substantive discussion was deferred until the report of the independent investigator becomes available.]</i>	<i>To receive a report, Tenda Road (New Build Homes) – Overview and Next Steps, noting the project's complex history and the action plan in place to address concerns and resolve the matter as well as the appointment of an independent investigator.</i>

	Post-Grenfell Compliance and Future Fire Safety Investment	To receive a report, Response to Housing Scrutiny Commission on Post Grenfell Compliance & Future Fire Safety Investment, noting how the Council currently stands in relation to updated fire safety legislation and the implementation of fire safety-specific modifications to housing stock as well as its plans for future fire safety investment.
	Marie Curie - Recommendation to Demolish Subject to Cabinet Decision	To receive a report, Marie Curie - Recommendation to demolish subject to Cabinet Decision in December 2025, noting the options considered in arriving at this recommendation and the reasons for departing from the original (2022) Cabinet recommendation.
	Housing Scrutiny Commission Work Programme 2025-2026	To consider the Work Programme for the 2025-2026 municipal year.
	Cabinet Responses to the Housing, Community Safety and Community Engagement Scrutiny Commission's: "Scrutiny Review of Tenant Structures (Draft Resident Involvement Strategy)" Interim Report	To note Cabinet's responses to the Housing, Community Safety and Community Engagement Scrutiny Commission's: "Scrutiny Review of Tenant Structures (Draft Resident Involvement Strategy)".
2 December 2025	Review of the current challenges and context around housing delivery	To hear from officers and from representatives of the Council's developer partners on the current context around and approaches to housebuilding and wider development.
	Review of District Heating and Related Issues	To receive a report, <i>Review of District Heating and Related Issues</i> , noting the responses to the Commission's enquiries.
	Update on progress implementing the Good Landlord Plan	To receive a report, <i>Good Landlord Plan Progress Update</i> , noting the Plan's status and progress.

Upcoming Meetings (allocation of Items subject to confirmation)	Agenda Items	Comment
4 February 2026	Review of social landlord communications with residents and partners, and social landlord performance in relation to response times for repairs and damp and mould	
5 March 2026	Update on the Council's work to implement the recommendations from reviews of the Canada Estate, Fair Street / Devon Mansions and Kirby Estate and from its own investigations	
To be allocated	<p>TMOs – scope the state of knowledge about them and their performance; explore their structures, financing, and accountability to residents and the Council, as well as broader ways they work; review how the Council supports TMOs; hear from residents about their experiences with TMOs. [Wording as per last year's Commission – tbc if the review should have the same focus points as last year].</p> <p>Follow up review, Gateway 1 Housing - Procurement Support and Supply Chain Management System (Scrutiny Call-in) [When sufficient data are available to monitor the effectiveness of the Plentific System]</p>	

	<p>Temporary Accommodation and Child Homelessness</p> <p>Tenda Road (New Build Homes) [i.e. that this item returns to the Commission once the report of the independent investigator is published]</p>	
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HOUSING SCRUTINY COMMISSION

MUNICIPAL YEAR 25/26

AGENDA DISTRIBUTION LIST (OPEN)

NOTE: Original held by Scrutiny Team; all amendments/queries to Adam Wood Tel: 020 7525 0265

Name	No of copies	Name	No of copies
Housing Scrutiny Commission Members		Officers	
Electronic copy		Joseph Brown – Cabinet Office	
Councillor Jason Ochere (Chair)		Arthur Holmes – Cabinet Office	
Councillor Emily Tester (Vice-Chair)		Shehu, Sarauniya – Cabinet Office	
Councillor Barrie Hargrove		Oliver Bradfield – Liberal Democrat	
Councillor Ketzia Harper		Group Office	
Councillor Richard Livingstone		Everton Roberts – Head of Scrutiny	
Councillor Catherine Rose		Adam Wood – Scrutiny (Spares)	10
Councillor Jane Salmon			
Co-opted Members			
for Southwark TMO			
for Tenants Forum			
for Homeowners Forum			
RESERVES			
Councillor Sunil Chopra			
Councillor Ellie Cumbo			
Councillor Adam Hood			
Councillor Laura Johnson			
Councillor Hamish McCallum			
Councillor Bethan Roberts			
Councillor Kath Whittam			
		Dated: May 2025	