

Housing Scrutiny Commission

Thursday 5 March 2026

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
Andrew Eke (Co-opted Member)
Ina Negoita (Co-opted Member)
Brendan O'Brien (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: 25 February 2026



Housing Scrutiny Commission

Thursday 5 March 2026
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 - 7
	To approve as a correct record the minutes of the meeting held on 4 February 2026.	

Item No.	Title	Page No.
5.	INTERVIEW WITH THE CABINET MEMBER FOR COUNCIL HOMES	8 - 45
	To hear from the Cabinet Member supported by Officers on housing-related matters including specific work on: • supporting social landlord performance and communications • progress implementing the recommendations on Fair Street/Devon Mansions, Canada and Kirby Estates QHIP Major Works Projects (<i>with accompanying report</i>) • progress implementing The Good Landlord Plan (<i>with accompanying report</i>) • Empty Homes, Voids and related issues (<i>accompanying report to follow</i>)	
6.	COMMISSION DISCUSSION OF DRAFT RECOMMENDATIONS TO CABINET	
	To discuss and decide the Commission's Recommendations to Cabinet resulting from its 2025 to 2026 scrutiny work.	
7.	CABINET RESPONSES TO THE HOUSING SCRUTINY COMMISSION'S "OUTCOME OF THE REVIEW OF THE CANADA ESTATE 2017/18, FAIR STREET / DEVON MANSIONS 2018/19 AND KIRBY ESTATE 2028/19 QHIP MAJOR WORKS PROJECTS" REPORT	46 - 56
	To note Cabinet's responses to the Housing Scrutiny Commission's "Outcome of the Review of the Canada Estate 2017/18, Fair Street / Devon Mansions 2018/19 and Kirby Estate 2028/19 QHIP Major Works Projects" Report	
8.	WORK PROGRAMME 2025-2026	57 - 64
	To note the work programme for the 2025-2026 year.	

Date: 25 February 2026



Housing Scrutiny Commission

MINUTES of the OPEN section of the Housing Scrutiny Commission held on Wednesday 4 February 2026 at 7.00 pm at Ground Floor Meeting Room G01A - 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Jason Ochere (Chair)
Councillor Barrie Hargrove
Councillor Ketzia Harper
Councillor Richard Livingstone
Councillor Jane Salmon
Ina Negoita (Co-opted Member)
Brendan O'Brien (Co-opted Member)

OFFICER
SUPPORT: Adam Wood

1. APOLOGIES

Apologies for absence were received from Councillor Emily Tester and Councillor Catherine Rose.

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

Councillor Hargrove declared a pecuniary interest as tenant of a Housing Association property and gave his intention to recuse himself from Item 5.

Councillor Livingstone disclosed his employment as a Senior Caseworker for Miatta Fahnbulleh MP, making the disclosure for transparency given that the Housing Associations present would have separate, direct relationships with the MP.

4. MINUTES

The minutes of the meeting held on 2 December 2025 were approved.

5. REVIEW OF SOCIAL LANDLORD COMMUNICATIONS WITH RESIDENTS AND PARTNERS, AND SOCIAL LANDLORD PERFORMANCE

The Chair, Councillor Jason Ochere, provided background to the Item, noting that the Council had been working to develop collaboration with Housing Associations (HAs) including, going forward, via a Council-HA forum.

The Chair also clarified the Council's and HAs' roles and relationships to each other, noting that:

- as a local authority, Southwark set the Borough's housing strategy and managed the housing register as well as owning and managing many properties
- the majority of HAs were not-for-profit organisations, also owning and managing social and affordable homes let directly or through Southwark's choice-based lettings scheme
- HAs were independent from the Council and the Council was not responsible for how HAs operate.

The Chair then invited representatives of the Housing Associations to spend 5 to 7 minutes introducing themselves and to respond to the Commission's particular points of interest (previously emailed to the organisations). These included: HAs' approaches to complying with Awaab's Law; damp and mould; repairs; ASB and community safety; and service charges, among others.

The following Housing Association representatives attended and responded:

- Clarion Housing Association Limited: James Devonshire, Regional Director of Housing
- The Guinness Partnership Limited: Ben Podmore, Director of Operations (Repairs) & Sarah Sargent, Group Director of Housing & Neighbourhoods
- Hexagon Housing Association Limited: Sheron Carter, Chief Executive
- Hyde Housing Association Limited: Mark Batchelor, Property Services Director
- London & Quadrant Housing Trust: Adam Frame, Head of Housing Specialisms (ASB and community safety); Vicky Holland, Head of Healthy Homes; Bev Bennett, Head of Maintenance Services; & Lisa Price, Head of Customer Resolution
- Notting Hill Genesis: Aneka Bogle, Head of Operations & Neil Coils, Assistant Director of Operations

- Peabody Trust: Wells Chomutare, Managing Director (South London) & Eileen McGowan, Assistant Director of Repairs
- Southern Housing: Michael Edwards, Director of Reactive Repairs & Louise Palese, Director of Resident Experience
- Wandle Housing Association Limited: Francis Burrows, Executive Director of Customer and Operational Services

The HAs each presented data on key aspects of their organisation's performance as well as identifying current challenges and strategies for development – topics which were then explored in greater depth via members' questions.

In response to a Commission question asking how ward councillors could support residents in contacting the right personnel within Housing Association organisations, the HAs noted their dedicated elected member contact channels. The Chair asked for each HA to outline their escalation / elected member contact procedure. In general, this happened via dedicated email contacts for councillors to help with directing enquiries to the right person/team within the Housing Association. The Housing Associations would share these contact email addresses with the Commission after the meeting.

The Commission then asked about processes for dealing with damp and mould, and whether these tended to be caused more frequently by a building's structural issues or by overcrowding. The HAs noted:

- that improving ventilation together with relevant education for residents was key
- that both factors were important since overcrowding produced the excess moisture in the first place
- more, better data (e.g. from increased surveying) and technology (e.g. ventilation units which sensed the moisture levels of air they evacuated and others which ionized the air to kill mould spores) were becoming available and longer-term these would help with understanding how best to manage damp and mould
- that the Awaab's Law group in the G15 group of Housing Associations was a useful way to share best practice

The Chair then asked the HAs to share some of the persistent challenges they faced and their plans for resolving these. Some organisation-specific concerns were raised. However, the common challenge was balancing limited resources across competing areas of high needs. Frequently cited examples included the requirement to invest in cladding removal or other remediation works, whilst also meeting targets for repairs, addressing complaints or compliance with Awaab's Law. The pressures here impacted organisations' capacity elsewhere – for some this limited their ability to build new houses. To meet these challenges, the HAs often escalated operational issues collated at committee level to strategic management at Board level where priorities were monitored and adapted.

The Commission then asked whether there were differences in repair needs and complaints between socially rented and leasehold properties, and (if so) how these were managed.

Responses from the HAs noted that:

- processes for managing repairs and complaints were generally the same for socially rented and leasehold properties
- where there were differences in repair needs/complaints between tenure types, this tended not to be because Housing Associations managed repairs differently but because of other factors – for example, the high, multiple support needs of tenants in some cases meant they were experiencing significant levels of stress and reporting repairs may not be a priority for those customers relative to other challenges
- it wasn't always straightforward to compare repair needs of socially rented properties with leasehold properties because for some HAs, housing stock was mixed tenure
- they would be happy to supply any related data to the Commission following the meeting

In response to a Commission question about how the HAs could support the Council's work and, vice-versa, how the Council might support their activities, HAs noted:

- that coordinating actions and solutions between Housing Associations and other social landlords (including the Council) was sometimes a challenge in terms of resident satisfaction, ASB and the quality of neighbourhood life or realm more broadly
- that developing partnership working was key to solving the above challenges which lay outside the responsibility or influence of any one organisation
- that deeper, ongoing engagement with the Council would be helpful for improving outcomes for residents
- that facilitating communication and partnership working between officers in the Council and their equivalents in HAs would make their work more effective
- that continued discussion through, for example, the current meeting and the forum being developed by officers in the Housing Department, was particularly useful for enabling smaller HAs to take part in exchanging resources and knowledge
- that for Housing Associations to know how they could help and work supportively with the Council, it would help to know the challenges the Council is facing

The Commission then asked how it might help Housing Associations partner with developers to deliver social housing and also if it should look at anything in particular when reviewing planning applications to ensure the Council was approving proposals which might appeal to HAs.

The Housing Associations responded that:

- the Council could help by brokering and supporting relationships between HAs and developers so that opportunities for investment were more widely known
- that new development was a challenge for some HAs given the current financial context – the focus now lay in improving existing homes

In response to a Commission question exploring whether there were opportunities to improve the housing allocations system, the HAs identified:

- that managing transfers could be challenging given the lack of available housing
- that particularly for an HA where the Council had 100% of nominations, opportunities to free up new options within the system were limited
- that accelerating nominations (although complex) could help to speed up subsequent stages of the process
- that a downside of slow allocation and transfers was sometimes overcrowding with the knock-on effect of increased likelihood of damp and mould

The Chair then noted increasingly costly service charges for leaseholders as an issue which Councillors frequently encountered. He asked if the HAs could explain the increases and also whether if, in their opinions, it was correct that delays in auditing contributed to the increases.

In response, it was first pointed out that HAs could not subsidise leasehold properties in any form – if a valid management or works cost derived from a leasehold property, the HA was obliged to forward it to the leaseholder. In terms of substantive causes to increased charges, however, the Housing Associations identified the following as contributing:

- increasing regulation
- an imperfect insurance market where insurers had increased premiums significantly
- increases in wholesale fuel prices due to external shocks e.g. wars

It was also observed that, in some cases and particularly with shared ownership, communications had not provided clarity around the service charge increases. It was agreed that leaseholders having as much warning as possible of increases as well as the reasons driving them was very useful. Lastly, it was noted that detailed

breakdowns of service charges were made available by some social landlords and these could potentially serve as a model for others.

The Commission then focussed on HAs' relationships with contractors – in particular, how the HAs managed substandard performance around contractors' delays or their not turning up when expected and so frustrating residents. HAs noted:

- the wider context where – for those HAs relying on outsourced contractors – contractors were seeking to make maximum profits while HAs were looking for the best outcomes for residents. Aligning those interests (to the extent it was possible) required constant monitoring and work
- that a response to the above was to bring repair operations in-house, something which many HAs did and others were seeking to do although recruitment issues were challenging
- their work to support in-house operatives with health and wellbeing – a day's sickness meant 4 or 5 customers not getting their repairs or work done
- a range of measures (e.g. Right First Time), incentives and penalties to encourage contractor performance – many HAs were revising their procurement contracts so they had clearer KPIs and stronger penalties
- additional strategies to attempt to improve contractor performance e.g. procuring smaller contractors with more business with the HA encouraging better results, and co-locating repairs call handlers with repair planners so that information on delays or changes to appointments etc could be passed more easily between teams
- that when contractors appointed sub-contractors, communications around appointments could break down more easily so that text message updates about delays, for example, might not be received by the customer

The Chair thanked Housing Associations for their time and requested they supply the Commission, via follow-up email responses, with:

- information on how repair classification is designated and communicated to residents (e.g. what constitutes urgent, routine, and emergency repairs for each housing association) so that councillors can see what residents might expect for repairs service and support them accordingly
- their quality assurance procedures for ascertaining repairs had been carried out appropriately
- data on differences in repair needs or complaints between socially rented and leasehold properties and, if differences existed, how they were managed
- examples of how individual HAs could support Southwark Council's work and how Southwark Council might support theirs

6. COMMISSION DISCUSSION OF POTENTIAL RECOMMENDATIONS TO CABINET

Discussion focused on the process for reviewing draft recommendations and finalising these at the Commission's next meeting on 5 March 2026. It was agreed that the Scrutiny Officer would forward a document with links to recordings of the various Commission discussions across the year's meetings. A pre-meeting could then be used to collate and refine the recommendations to be discussed and agreed on 5 March 2026 in addition to any arising from the discussions and interview with the Cabinet Member for Council Homes scheduled for the same meeting.

7. WORK PROGRAMME 2025-2026

The Commission discussed the content and arrangements planned for its 5 March meeting.

It was agreed that the Scrutiny Officer would ask for written reports: (a) updating the Council's progress implementing the recommendations from reviews of the Canada Estate, Fair Street / Devon Mansions and Kirby Estate and from its own investigations; (b) on progress implementing The Good Landlord Plan; and (c) on the Council's work on Empty Homes, Voids and related issues.

The interview with the Cabinet Member for Council Homes, Councillor Portia Mwangangye, planned for the meeting, would therefore include discussion around the topics of the written reports, above, and on the Council's work supporting social landlord performance and communications (including the evidence and discussion heard this evening from Housing Associations).

Meeting ended at 10.05pm.

CHAIR:

DATED:

Meeting Name:	Housing Scrutiny Commission
Date:	5 March 2026
Report title:	Update Report – Implementation of the Recommendations from the Review of the Canada Estate 2017/18, Fair Street/Devon Mansions 2018/19 and Kirby Estate 2018/19 QHIP Major Works Projects
Ward(s) or groups affected:	Rotherhithe London Bridge and West Bermondsey
Classification:	Open
Reason for lateness (if applicable):	N/A
From:	Ryan Collymore, Director of Repairs and Maintenance

RECOMMENDATION

This paper recommends:

1. That the Housing Scrutiny Commission (HSC):
 - considers, notes and comments on the progress made in the Action Plan submitted by the Director of Repairs and Maintenance, in response to the outcome of the Task and Finishing Team's (TFT) Internal Review of the Canada Estate (Phase 2) 2017/18 QHIP Major Works Project, Fair Street/Devon Mansions 2018/19 QHIP Major Works Project and the Kirby Estate 2018/19 QHIP Major Works Project
 - considers, notes and comments on the progress made, the issues and challenges faced and, the next steps for each of the individual QHIP Major Works Projects, as set out in the body of this report.

BACKGROUND INFORMATION

2. At its meeting on 28 July 2025, the HSC considered two reports relating to the Canada Estate (Phase 2) 2017/18 QHIP, Fair Street/Devon Mansions 2018/19 QHIP and the Kirby Estate 2018/19 QHIP Major Works Projects as below:
 - 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
 - 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

3. The purpose of this report is to:

- update the HSC on the progress that has been made in relation to the Action Plan previously submitted by the Director of Repairs and Maintenance, in response to the recommendations contained in the TFT's Internal Review of the Canada Estate (Phase 2) 2017/18 QHIP Major Works Project, Fair Street/Devon Mansions 2018/19 QHIP Major Works Project and the Kirby Estate 2018/19 QHIP Major Works Project
- update the HSC on specific issues and challenges faced and, the next steps for each of the QHIP Major Works Projects.

CONSIDERATIONS

Action Plan

4. The Action Plan, which is attached as Appendix 1 to this report, sets out management's response to each of the 36 recommendations made by the TFT in its outcome report.
5. Currently, 27 of the 36 recommendations made in the TFT's report have been addressed and completed. Good progress is being made with most of the remaining recommendations however, the target dates for some, have been revised for reasons set out below.

Canada Estate (Phase 2) 2017/18 QHIP Major Works Project

6. A Canada Estate Residents Meeting was held on 8 September to consult with residents on next steps, attended by the Cabinet Member for Council Homes, ward councillors and officers. In addition, the Cabinet Member for Council Homes, ward councillors and officers attended the Canada Estate T&RA AGM on 9 September. The outcome of the two meetings resulted in a mandate from residents to proceed as follows:
 - liaise with and arrange for the contractor (Durkan) to return to carry out the identified remedial works
 - carry out surveys of all homes on the Canada Estate to identify:
 - outstanding defects resulting from the QHIP works
 - major works required that were not in the scope of the original QHIP project
 - any response repair requirements
 - set up a Residents Panel to work with officers to ensure the completion of the remedial works (defects)
 - further independent review of the lounge/balcony windows in the two tower blocks to see how we can improve access to clean the windows.
7. In response to the mandate from residents above, we have:
 - met with Durkan who has agreed to return to carry out the remedial works once the final Schedule of Defects has been issued

- received the report of Hallas & Co Limited following its review of the lounge/balcony windows (including how they can be cleaned) in the two tower blocks
 - delivered the November newsletter to all residents on the Canada Estate updating on the next steps and inviting residents to join the Residents Panel.
8. It had always been intended that we would recruit a Clerk of Works and Building Surveyor to carry out the surveys of all homes on the Canada Estate. Unfortunately to date, there has been very little interest in these temporary posts, and we have had to readvertise them. This has meant that the surveys will now not likely commence until around the end of March.
9. The projected next steps and timeline for the Canada Estate are set out below:

Activity	Date
Formation of Residents Panel	6 March 2026
Defects letter to residents	6 March 2026
Commence surveys to individual homes	16 March 2026*
Newsletter to residents	16 March 2026
Next Residents Meeting	End March
Durkan to commence remedial works	Mid-April 2026

*Subject to successful recruitment

Fair Street/Devon Mansions 2018/19 QHIP Major Works Project

10. A meeting was held with Fair Street/Devon Mansions residents on 27 October to discuss with residents the outcome of the reviews and the next steps. The meeting was attended by the Cabinet Member for Council Homes, ward councillors and officers and the next steps were agreed as below:
- meeting with consultant/contractor to be held as soon as possible to agree on the following:
 - post inspection of all internal works completed as part of the QHIP (by Council's own Clerk of Works)
 - issuing Schedule of Defects and agreeing timescale for completing, inspecting and 'signing off' the works (Council's own Clerk of Works to inspect completed defects works)
 - provision of all necessary information to substantiate works claimed for (deadline set at 14 November)
 - agree issue of Practical Completion and Final Account
 - post inspection of all works completed in communal areas
 - sending out letters to all residents asking them to report any issues/defects with the works
 - setting up a Residents Panel to work with officers to ensure the completion of the remedial works.
11. In response to the next steps above, we have:

- met with the consultant and contractor to discuss all outstanding matters and how to bring these to a conclusion
- delivered the October newsletter to all residents included in the Fair Street/Devon Mansions project providing an update on progress and inviting residents to join the Residents Panel.
- we have allocated one of our own internal Clerk of Works to carry out the post inspection of all internal works completed. Pilot inspections were carried out in January.
- we have received a substantial amount of information from our consultant (by the 14 November deadline), which we have been working through. There is clearly still a lot of information to be provided. This process is significantly onerous and time-consuming and will take another 4-6 weeks to complete.

12. The projected next steps and timeline for the Fair Street/Devon Mansions QHIP Major Works project are set out below:

Activity	Date
Complete the analysis of contract information provided by consultant/contractor	27 March 2026
Formation of Residents Panel	6 March 2026
Defects letter to residents	6 March 2026
Commence surveys to individual homes	16 March 2026
Newsletter to residents	16 March 2026
Next Residents Meeting	End March

Kirby Estate 2018/19 QHIP Major Works Project

13. The works on this project are complete, the 12-month Defects Liability Period (DLP) has expired, and the Making Good Defects Certificate (MGD) has been issued.
14. Although the MGD has been issued, some defects in the works can still be rectified through the respective warranties applicable, for example, to the new replacement windows. Although very few in number, we continue to carry out remedial works to homes on the Kirby Estate that are covered by the warranties.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Management Action Plan - Response of TFT Findings and Recommendations

AUDIT TRAIL

Lead Officer	Ryan Collymore, Director of Repairs and Maintenance		
Report Author	Paul Murtagh, Interim Design and Delivery Manager		
Version			
Dated	24 February 2026		
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	
List other officers here			
Cabinet Member	No	No	
Date final report sent to Constitutional Team		24 February 2026	

APPENDIX 1: MANAGEMENT ACTION PLAN:
Management Response to Summary of TFT Findings and Recommendations

Common Findings	Recommendations	Page No.	Management Response/Target Date
The procurement process for the projects does not provide for a true assessment of the quality of the tenderer's submission. As such, the award of the contracts was essentially based on price only.	Recommendation 1: Future tenders should be awarded on the basis of the 'most advantageous tender' (MAT) where, the award criteria include a 'true' assessment of quality which, forms an integral part of the tender evaluation and subsequent award of the contract.	10.	Implemented for all future tenders. Completed
The contracts for the projects have not been formalised.	Recommendation 2: For future contracts, processes should be put in place to ensure that, wherever possible, contracts are formalised before works commence on site.	10.	Implemented for all future tenders. Example – recently procured Consultancy Contract. Completed
The Preliminaries document used for the projects is out-of-date.	Recommendation 3: The Preliminaries document used for this project should be reviewed and updated to ensure it remains robust, relevant and fit-for-purpose for future projects of a similar nature.	11.	We are working with our consultant to update and review the Preliminaries document for the Chilton Grove QHIP (Phase 2) project. This will be used as the template for all future projects. Completed
The Specification (Materials and Workmanship) document used for the projects requires updating and standardising.	Recommendation 4: The Specification (Materials and Workmanship) document should be reviewed and rewritten to ensure it remains robust, relevant, specific to the scope of works, up-to-date and fit-for-purpose.	11.	We are working with our consultant to update and review the Specification (Materials and Workmanship) document for the Chilton Grove QHIP (Phase 2) project. This will be used as the template for all future projects. Completed

APPENDIX 1: MANAGEMENT ACTION PLAN:
Management Response to Summary of TFT Findings and Recommendations

The Schedule of Rates (SoR) used for the projects is linked and referenced to the LBS' Specification (Materials and Workmanship) document.	Recommendation 5: The Schedule of Rates (SoR) should be reviewed and updated for future projects, to reflect the changes made to the LBS' Specification (Materials and Workmanship) document.	11.	We are working with our consultant to update and review the SoR for the Chilton Grove QHIP (Phase 2) project. This will be used as the template for all future projects. Completed
There is no approved Gateway 3 for the contract variation costs for the three projects.	Recommendation 6: On the assumption that it is deemed fit-for-purpose, officers should be instructed that for future projects, the Gateway process must be adhered to. The use of the 'one-page' report should be scrapped to avoid doubt and confusion.	12.	The use of the 'one-page' report has been scrapped and greater control measures have been introduced to monitor, verify and approve variations. Staff have been instructed on their responsibilities under the Gateway process. Completed
Consultancy contracts have no provision for a formal contractual default process. This means that currently, consultants cannot be held meaningfully accountable for the additional cost of the works on a project that it may, at least in part, have been responsible for.	Recommendation 7: Consultancy contracts should be reviewed and amended to ensure that the consultant is held liable for its failings in carrying out its professional duties. This may be in the form of a prescribed formal contractual default process or, some other legally binding agreement. At worst, the consultant must not be in a position where, it can claim fees against the cost of additional works arising from its own failings.	13.	The recently procured JCT Consultancy Agreement (Public Sector), which will be used for consultants for all future major works contracts, provides that consultants will not be entitled to additional fees if such services have not been instructed in writing by the Client (Clause 6.2A, 2.1) and/or, there is a need for additional services due to any act, negligence, omission or default on the part of the

APPENDIX 1: MANAGEMENT ACTION PLAN:
Management Response to Summary of TFT Findings and Recommendations

			consultant Clause 6.2A, 2.2). In addition, there are KPIs in the contract that the consultants are required to meet. A failure of 3 KPIs within any reporting period will lead to the Council requesting an improvement plan from the consultant. After this, if there is further failure of the 3 KPIs, the Council will be entitled to terminate the contract without prejudice. Completed
There are no clear incentives for consultants to manage the costs of major works projects. If the cost of the works increases, generally, so do the consultants' fees.	Recommendation 8: Future consultancy contracts should be 'incentivised' in a way that the consultant is rewarded for ideas that reduce the cost of the works included in the contract (value engineering options such as alternative design solutions, alternative suppliers/manufacturers etc.)	13.	The incentivisation of future contracts is not straightforward and will require further research. This may be considered on a project-by-project basis. Target Date: 31/3/26
There are concerns with the quality of new window installations and accountability under the FENSA self-certification scheme.	Recommendation 9: The use and suitability of the FENSA self-certification should be reviewed and, if appropriate, additional measures be put in place to improve its validity including, for example, additional independent quality checks during the installation process.	15.	We are in the process of updating the specification for future window replacement projects. We will also be increasing the level of inspections to be undertaken (during and on completion of the works) including, in-house (by our own CoW's) and through

APPENDIX 1: MANAGEMENT ACTION PLAN:
Management Response to Summary of TFT Findings and Recommendations

			independent bodies where appropriate. This process will be completed in advance of any future window replacement projects. Completed
The quality of the new window installations carried out under the Canada Estate project has been raised by several residents.	Recommendation 10: The LBS should consider the outcome of the Pellings LLP overview of the quality of the replacement windows and decide whether a more extensive specialist survey of the installations is required.	16.	Further surveys of the window installations are required to identify the full extent of the remedial works. This will be needed to inform the ongoing legal negotiations with the contractor. Target Date: 30/09/25 Revised Date: 31/03/26
The communications between residents and the LBS' Project Team were tense, challenging and occasionally hostile.	Recommendation 11: The lessons learned from the projects in relation to the breakdown in communications between residents and the LBS' Project Team (in respect of both sides) should be used to inform and improve communications on future projects.	17.	We have introduced robust procedures to ensure the involvement of residents at an early stage and for the duration of future projects. This will help ensure clarity and transparency in all decisions taken in relation to the works. Example – Consort Estate (Fire Safety and Refurbishment). Completed
There is a lack of clarity around the roles of the respective PM and CM. This is particularly pertinent to the accountability of the internal Project	Recommendation 12: The role of the posts in the LBS Project Team (and their respective Job Descriptions) should be reviewed to ensure that the postholders have clearly defined responsibilities and	18.	The roles of staff for new projects have been reviewed and updated to

APPENDIX 1: MANAGEMENT ACTION PLAN:
Management Response to Summary of TFT Findings and Recommendations

Team for the management of the project in terms of the performance of the contractor and the CA, the control of budgets and project spend, the authorisation of additional works and representing the interests of residents.	accountabilities. Staff should be given the necessary support and training to ensure that they are able to fulfil their roles.		ensure staff can adequately fulfil their roles. Completed
The role of the internal Project Team is crucial to the success of future major works programmes. There are currently gaps in the skill sets of some officers responsible for the management of housing major works projects.	Recommendation 13: A skills appraisal of all staff responsible for the management and delivery of housing major works projects should be undertaken to ensure that staff have the appropriate qualifications and experience to carry out their roles.	19.	We are currently undertaking a skills appraisal of staff involved in the delivery of major works projects. We will soon be carrying out a 'gap analysis' to help us identify training and development needs and start upskilling staff as appropriate. Completed
There is an absence of robust, relevant stock condition and other supporting data to inform major works projects.	Recommendation 14: Future major works projects of any kind should be based on priorities emanating from robust stock condition information or, based on regulation relating to the safety of the buildings (including fire) and the residents in them.	19.	The Council has commissioned an independent Stock Condition Survey (SCS) of its social housing stock. This will be used to inform all future major works programmes. The SCS is a four-year project due to be completed March 2029. On schedule
Findings Specific to the Canada Estate (Phase 2) 2017/18 QHIP Major Works Project	Recommendations	Page No.	Management Response/Target Date
A considerable length of time has passed since the works included in this project were completed however, the	Recommendation 15: The Council should endeavour to reach an agreement with the contractor on a way forward as soon as possible to	20.	Negotiations with the contractor have been held and the contractor has

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identified defects and remedial works remain outstanding. The Council is currently involved in ongoing discussions with the contractor to agree a way forward.	facilitate the completion of the outstanding defects and related remedial works on the Canada Estate.		committed to carrying out the remedial works once a Final Schedule of Defects has been issued. Completed
Concerns have been raised that residents continue to climb through the lounge windows in the high-rise blocks to clean their windows.	Recommendation 16: The LBS should write to all residents in Columbia Point and Regina Point to make them aware of the dangers of trying to access the balconies in their homes.	21.	Letter has been sent. Completed
Some properties in the low-rise blocks suffer from damp and mould problems which, some residents believe is due in part to the poor-quality construction of the cavity walls.	Recommendation 17: The LBS should carry out further inspections of the cavity wall construction to the low-rise blocks on the Canada Estate every two years to monitor potential issues with water penetration and to assess the efficiency of the remedial works undertaken.	24.	This will be monitored through reports received by the Council's Damp and Mould and Repairs Teams. Completed
The LBS had to replace fire resisting front entrance doors to the flats in the two high-rise blocks because, it could not provide the necessary accreditation for the doors that had been replaced in 2010.	Recommendation 18: The LBS must put in place robust processes and procedures to obtain, maintain and retain all necessary documentation for key components such as fire resisting doors. This should include clear 'signposting' processes for all staff involved in the maintenance and repair of the LBS housing stock and clear lines of responsibility.	28.	All documentation is now entered onto 'True Compliance', the Council's new platform for recording and storing relevant fire and safety related documentation. Completed
Significant delays and associated additional costs have been incurred on this project due to the length of time taken to make key decisions affecting the progress of the works.	Recommendation 19: Key issues that will have a significant impact on cost, progress with the works, the LBS' reputation etc, should be prioritised to ensure that decisions are made quickly and efficiently. Project management procedures should be reviewed to provide the necessary guidance and support to staff managing projects in dealing with key issues.	30.	Processes in place: Non -critical variations follow standard GW3 process. Critical/urgent variations – urgent approval from appropriate level of senior management. Retrospective GW3 to follow as soon as possible afterwards. Completed

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The need for additional consultation with residents has led to significant delays and associated additional costs.	Recommendation 20: The LBS should ensure that there is clarity around the level and scope of consultation with residents (and their representatives) on future major works projects. There needs to be clear guidance on the level of involvement residents can have in the decision-making process and the extent to which they can be involved in the day-to-day management of projects.	30.	Adopting the principles of 'Putting Residents First', we have introduced robust procedures to ensure the involvement of residents at an early stage and for the duration of future projects. This will help ensure clarity and transparency in the decision-making process and help manage resident expectations. Example – Consort Estate Fire Safety/Refurbishment. Completed
Concerns have been raised about the conduct of members of the T&RA and, a considerable amount of bad feeling remains.	Recommendation 21: The LBS should undertake a 'deep dive' audit into the relationship between residents and officers for the duration of this project and, the respective conduct of officers and members of the T&RA.	32.	A Code of Conduct for the T&RA's to be developed by Housing officers and agreed with all T&RAs. A standard format exists in other social housing organisations which, can be easily adopted for use in Southwark, with the agreement of the T&RA's. Target Date: 31/01/26 Revised Date:
Findings Specific to the Fair Street/Devon Mansions 2018/19 QHIP Major Works Project	Recommendations	Page No.	Management Response/Target Date
The quality of the concrete works/brickwork repairs carried out under the QHIP is generally inconsistent. The pointing to the external brickwork in places, for	Recommendation 22: Once the extent of the sub-standard work to the concrete/brickwork to the external façade has been identified, the LBS should ensure that the contractor and the CA are held to account for carrying out all necessary	34.	To be carried out as part of the Making Good Defects provision within the contract. Target Date: 31/10/25

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example, is sub-standard and is totally unsympathetic to the original character of the buildings.	remedial works in accordance with their contractual obligations.		Revised Date: 30/04/26
The flat roof coverings to Block 4 Devon Mansions (Flats 43-54) were replaced and the brick tank rooms on the roof were demolished. Unfortunately, the roof to the block continues to suffer leaks causing distress and disruption to residents.	Recommendation 23: The remedial works to the roof coverings to Block 4 Devon Mansions should be completed urgently and signed off by the CA and the material supplier providing the insurance-backed warranty. The contractor should be held accountable for all damage caused by the leaks and for any claims made against the LBS for damages and/or losses suffered by affected residents.	34.	The remedial works have been completed. Further warranty works are to be undertaken. Target Date: 31/03/26
	Recommendation 24: All other flat roofs replaced as part of the QHIP works should be thoroughly inspected and signed off by the CA and the material supplier to ensure that the works are up to the required standard and the respective warranties can be issued.	34.	Completed
Arrangements will need to be made to issue Practical Completion (PC) for this project.	Recommendation 25: Before issuing PC, the CA and the LBS should carry out a comprehensive post-inspection process to ensure that all defects and issues with the works are identified and collated into a Schedule of Defects to be served on the contractor. The CA should monitor the remedial works undertaken to ensure that all works are carried out to an acceptable standard within a reasonable timeframe.	35.	This process is underway and the recommendations in the Pellings report will be included. Agreed and underway. Target Date: 28/11/25 Revised Date: 30/04/26
The preferred specified methods for access to the blocks of flats in this QHIP project were found to be unsuitable.	Recommendation 26: LBS should ensure that robust processes and procedures are in place before making key decisions on health and safety matters such as the preferred methods for access and working at heights including, risk assessments, options appraisals, and appropriate professional expert advice.	36.	This will be a key consideration for all future Feasibility Studies. The brief for the consultants will be updated to reflect the importance of this recommendation. Completed
The CA recommended the use of a 'pilot' block of flats to help inform the	Recommendation 27:	37.	The principle is sound but may not always be

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scope of the works for this project however, the LBS rejected this proposal.	Wherever possible and appropriate, LBS should endeavour to use 'pilot' blocks/properties for future major works projects especially, on complex sites such as Fair Street/Devon Mansions. Pilots are useful in identifying potential issues, as well as providing opportunities for residents to see how the works will be carried out, the expected quality of the works and the disruption the works may cause. It will also help manage resident expectations.		practical. To be assessed on a project-by-project basis. Completed
There is a lack of available information to evidence the locations and numbers of the concrete and brickwork repair works undertaken on this project.	Recommendation 28: Prior to issuing PC, the CA must obtain, confirm and provide all necessary evidence to justify the cost of the concrete works and brickwork repairs carried out under this QHIP project. The LBS should seek to recover the cost of any unsubstantiated works from the contractor and the CA.	38.	This process is underway and will be completed as part of the Making Good Defects provision within the contract. Target Date: 31/10/25 Revised Date: 30/04/26
	Recommendation 29: For future projects, where works such as concrete repairs that will subsequently be covered up (by decoration for example), wherever possible, there should be robust systems in place to accurately photograph and record the location, scope, and quantity of the works to facilitate a robust audit trail.	38.	This will be a key consideration for all future Feasibility Studies. The brief for the consultants will be updated to reflect the importance of this recommendation. Completed
The remaining manufacturer's warranty for the flat roof coverings to Blocks 4 and 5 Devon Mansions was found to have been invalidated by the LBS' failure to adequately maintain the roofs in accordance with the requirements of the warranty.	Recommendation 30: To ensure that the cost and purpose of manufacturer's warranties is justified, the LBS should ensure that robust processes and procedures are in place to maintain the warranties in accordance with the warranty provisions. This includes clear 'signposting' processes for all staff involved in the maintenance and repair of the LBS housing stock and, robust procedures for making claims under the warranty, with clear lines of responsibility.	39.	There is a clear signposting (flag) system in place and staff have been reminded of its importance. Procedures are in place to ensure relevant staff understand the system, use it and keep it updated. Completed
The TFT was unable to establish why officers were instructed to use Langley	Recommendation 31:	40.	The future use of nominated or sole

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products for all future flat roof replacement projects).	The use of nominated or sole providers of services, supplies, goods etc should be reviewed to ensure that there are tangible benefits to the LBS in their application. There should be a register of nominated or sole providers that is accessible to all officers with procurement responsibilities. All such arrangements should be validated and approved by the Procurement Team and notified to the relevant committees.		providers of services, supplies, goods etc will be strictly in accordance with the Council's Procurement Regulations. Any decisions taken around sole providers will be appropriately evidenced, approved, registered and documented. Completed
Residents expressed concerns that reports they made of serious breaches of health and safety during the project were ignored.	Recommendation 32: All reports and incidents of breaches of health and safety should fully investigated and documented, with appropriate action taken (with due regard to the appropriate legislation) to prevent further recurrence. An audit trail of all incidents should be maintained on site and included in the project documentation.	41.	The Council, its consultants and contractors have legal obligations in respect of breaches of health and safety. The Council will ensure these obligations are met through robust site processes and procedures including random site health and safety audits. For all projects, health and safety issues must be recorded at site level. Health and safety is a standing item on the agenda for the monthly site progress meetings. Completed
Several tenants in Devon Mansions were told that their kitchens and bathrooms would be upgrades as part	Recommendation 33:	42.	The Assistant Director Planned Maintenance has written to residents across

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of the QHIP project. All internal works to the flats in Devon Mansions were omitted but, tenants do not appear to have been informed of this.	The LBS should write to tenants in Devon Mansions who were previously told that their kitchens and bathrooms would be upgraded to inform them of the current position.		the borough to inform them of the suspension of the QHIP. Completed
Structural defects to the stair core landings to blocks in Devon Mansions identified in 2018 have not been addressed. There is a potential risk to the structural integrity of the stair core landings in Devon Mansions and, a potential risk to the safety of residents in the blocks.	Recommendation 34: The LBS should review the position with the structural defects to the stair core landings to the flats in Devon Mansions and develop an Action Plan for any subsequent interim and long-term remedial works.	42.	The Council has commissioned structural surveys of all the stair core landings to the blocks in Devon Mansions to identify the full extent of the problem and the necessary remedial works. The completion of this survey and the subsequent remedial works identified will address this recommendation. Target Date: 31/10/25 Revised Date: 30/04/26
Devon Mansions requires significant future investment to bring the buildings up to the required standard. A piecemeal approach to future major and planned maintenance works to Devon Mansions would be a mistake.	Recommendation 35: The LBS should take a 'holistic' approach to future works at Devon Mansions and develop an overarching asset management strategy for its future maintenance and investment needs.	43.	A Working Group of senior managers from various teams in Housing has been set up to review the various issues the Council is facing at Devon Mansions. Completed
Some residents on the Kirby Estate have complained about problems with damp and mould which, some of the attribute to the impact of the replacement windows.	Recommendation 36: For all future major works projects, residents should be given a copy of the LBS Damp and Mould Advice and Guidance leaflet.	46.	This recommendation has been implemented. Completed

Updated: February 2026

Meeting Name:	Housing Scrutiny Commission
Date:	5/3/2026
Report title:	Good Landlord Plan Progress Update
Ward(s) or groups affected:	All wards and council tenants and leaseholders
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 from December 2025 to January 2026.

Executive summary

2. This report updates on Southwark's housing improvement programme, outlining progress toward the Housing Consumer Standards via the Good Landlord Plan (GLP), in response to the Regulator of Social Housing's C3 judgement.
3. The GLP supports the Southwark 2030 Strategy goal of Decent Homes for All and ensures compliance with new regulations post-Grenfell. Non-compliance risks statutory breach and sanctions from the Regulator and Building Safety Regulator.

Background

5. In August 2024, the Regulator conducted a scheduled inspection of the council's landlord services, taking into account the Council's self-referral regarding electrical condition testing within its properties. This self-referral was submitted in June 2024 after an internal audit identified concerns related to electrical condition testing, in accordance with regulatory requirements for such disclosures.
6. On 27 November 2024, the Regulator issued its regulatory judgement concerning Southwark Council's landlord services, assigning a consumer grading of C3. This grade indicates that the Regulator identified serious shortcomings in meeting the required Consumer Standards, with substantial improvement necessary. The four Consumer Standards assessed are as follows:
 - 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
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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 lacks current information about the condition of most of its housing stock. The Regulator could not confirm that Southwark Council properly understands the state of its homes to meet 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	The Regulator found that Southwark Council was not allocating homes fairly or transparently, as required by the Tenancy Standard. The allocations scheme had not been updated since 2013, and the new annual lettings plan in 2023 created further confusion over how empty homes are assigned.
F.10	Communication and information	The Regulator identified a need to enhance openness and communication regarding how empty homes are allocated, as well as to increase the clarity of Southwark Council's communications with tenants about its failure to meet landlord health and safety standards.
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 found that Southwark Council needs to better consider tenants' views in decision-making and improve communication about how these views are used. Resident engagement should also be more effective.
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. In response to the regulatory judgement, the Housing Improvement Programme was launched as an integrated initiative designed to address the underlying causes of identified shortcomings within housing services and to facilitate sustainable, long-term improvements benefiting residents.
9. The Council is currently mandated to hold monthly meetings with the Regulator and to demonstrate progress through the established Programme, which has been incorporated into the GLP. The recent meeting with the RSH in January was constructive, shifting the focus from concerns about potential downgrading to C4, toward proactive discussions on preparing to attain a C2 status.

KEY ISSUES FOR CONSIDERATION

Becoming a Good Landlord

10. Delivering quality housing services is a top priority for the council. The Southwark 2030 strategy focuses on "a decent home for all" and uses the GLP to align housing improvements with broader goals of fairness, health, and opportunity. The GLP also ensures accountability and incorporates tenant and leaseholder feedback in service delivery.
1. The Good Landlord Plan is based on 6 themes:
 - 1) Better Homes
 - 2) Better Estates
 - 3) Better Repairs
 - 4) Better Customer Service
 - 5) A Stronger Voice for Tenants
 - 6) New Council Homes
2. A resident-friendly version of the plan is published on the website¹ with updates included in the annual report².
3. The GLP incorporates insights from our work with the Regulator and addresses the C3 judgement, aiming to enhance tenant and leaseholder experiences through better home management, repairs, communication, and compliance. It provides a clear framework for accountability and service improvement, outlining resident expectations and performance measures.
4. The GLP scope covers improvements to services, even where no significant failings were found or Consumer Standards are met. For example, while Southwark Council's repairs service is effective, consistency in repair completion times could be better, especially as most complaints concern repairs. Preparation for Awaab's Law is included, though not due to failing. Although the council manages anti-social behaviour (ASB) and hate incidents well, residents have requested improvements, leading to updates in procedures.

Better Homes Progress

5. In terms of decent homes, following completion of the pilot stock condition survey, the full programme commenced in October 2025. From October 2025 to January 2026, 5,393 internal surveys were completed keeping the programme on track to meet its first 20% milestone by March 2026, running ahead of the trajectory.

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

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

6. From the initial set of 2,089 stock condition surveys undertaken through the SCS&DS programme, 241 homes failed the Decent Homes Standard – a decency percentage of 88.5%.
7. The implementation of the True Compliance system is approaching completion enabling improved visibility and monitoring of fire, water, gas, electrical, legionella (water) and asbestos testing and risk assessments along with any associated actions.
8. A short piece of consultancy work has been completed 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. The recommendations have been incorporated into a plan to carry out short-term data maturity improvements following weaknesses identified in root cause analysis work following the failings related to compliance and stock condition.
9. 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.
10. Compliance performance has improved in the period from the end of March 2025 to the end of January 2026:
 - Domestic electrical condition tests have increased from 24.7% to 67.3%. An additional 10% of properties have been subject to a three-letter no access process with further attempts being made to gain access.
 - Communal electrical condition tests have increased from 66.9% to 99.66%
 - The percentage of compliant smoke alarms has increased from 7.0% to 45.5%. An additional 10% of properties have been subject to a three-letter no access process with further attempts being made to gain access.
 - Overdue high risk fire risk assessment actions from type 1 (non-intrusive) surveys have reduced from 218 to 10.
11. The estate refurbishment programme includes major planned improvements at Consort, Crane House, Honiton Gardens, and the Wyndham and Comber Estates. As of January, work at Consort is underway and making good progress, with completion expected by July 2027. Crane House remains in the design phase, aiming to begin construction in May 2027. For Honiton Gardens, the approval report is complete, and a planning application is being prepared; depending on its outcome, work may start in April. Meanwhile, Wyndham and Comber Estates are still at the initial stages of design.
12. The Warm Homes retrofit procurement programme aims to upgrade 120 street properties to at least an EPC C energy efficiency rating, using £1.3 million in grant funding. This involves conducting retrofit assessments, evaluating recommended improvements, and then procuring and implementing those upgrades. The programme is progressing well, having nearly finished the assessment stage

according to the January update. The next steps include reviewing assessment results and analysing proposed measures before moving on to procurement. A health study proposal from Imperial College London has received SMT approval, ensuring it will accompany the delivery phase. Decisions regarding sensor deployment have been made, with fast-track procurement planned so sensors can be installed this financial year; additional funding for the sensors is also available. Resident engagement continues, including a community event planned for February or March, and work at the sites is still expected to begin in late summer or early autumn of 2026.

13. The boiler replacement program is a planned initiative to renew approximately 1,000 boilers each year across council housing. Its goal is to ensure consistent heating and hot water by systematically updating older boilers. Progress remains steady, with the pace of replacements increasing each month. In January, 99 boilers were replaced, raising the year-to-date total to 938, up from 70 replacements in December and a cumulative total of 839 at that point. This demonstrates ongoing success toward the target of replacing around 1,000 boilers annually, with momentum building as the year advances.

Focus to March 2026

14. Implementation of the True Compliance system including electrical, gas, asbestos, lifts and water safety.
15. Delivery of programmes to achieve compliance for areas of failure i.e. FRA actions, EICRs and smoke and Carbon Monoxide alarms.
16. 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.
17. Completion of the first internal 20% and external 25% of stock condition surveys.

Better Estates Progress

18. In December, the estate inspection review was progressing with the Housemark photobook system having been assessed and found unsuitable for the council's needs. A digital solution was being explored with colleagues in Environmental Services and Landlord Services (ESL), and a resident focus group along with consultation sessions with officers had been held in January, with feedback informing the redesign of the approach, including consistency standards, reporting expectations, and resident-facing outputs. By January, the team had completed a series of focus groups with both residents and Resident Services Officers and was consolidating the findings to shape a new procedure. The next phase will involve consulting on the proposed approach, and in parallel, practical digital solutions are being explored to complement and strengthen the process. This commitment remains on track for its March 2026 delivery date.

19. We are improving how we respond to Anti-Social Behaviour (ASB). A new procedure has been agreed, and training has been carried out.
20. Estate surgeries were introduced across all estates in October 2025 with a soft launch that included text messaging to residents, leaflets delivered to properties, posters on estate notice boards, updated email signatures, and leaflets at the Service Point in Peckham Library. The full schedule was published on the council's website, and a feature was planned for the next edition of Southwark Life magazine. By January, the focus had shifted to rolling out surgeries to street properties and infill blocks, as well as strengthening the current format of the surgeries already in operation. This commitment remains on track for March 2026
21. As part of our improvement programme, we have developed 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. Work is underway to design a new solution for tenancy audits so we can ensure tenant data is kept up to date.
22. Progress on "New Ways to Get in Touch" remains on track. As of January 2026, significant advancement has been made: a digital platform is now available for residents to specify their preferred methods of engagement and access information regarding heat networks and building safety. The team collaborated with residents to host 25 engagement events throughout the year. This initiative is scheduled to meet its September 2026 delivery date.
23. As of January, the Tenant-Led Waste Management Initiative had become part of the estate inspection process and will also be discussed in the upcoming resident consultation. The initiative is still scheduled for completion by March 2026.
24. The utilisation of data for estate resources is progressing as planned. The team is actively collaborating with colleagues in Waste Management to refine the approach, which may involve the temporary adoption of "Fix My Street" while a comprehensive case management system is under development. This initiative remains scheduled for completion by March 2026.
25. In December, partnership efforts with Waste Management began to implement a focused strategy against fly-tipping on certain estates. Six new enforcement officers were hired and six re-deployable CCTV cameras acquired. Preparations for the pilot at Acorn Estate, where resident pre-engagement was successful and supportive, were underway. Letters and flyers to residents were planned for January, with signage, patrol schedules, and extra bins also arranged. Initiatives to encourage behavioural change such as appointing fly-tipping champions and introducing "Fly-Tipping Free Zone" signs were being considered. By January, the initiative had expanded to encompass 14 estates across the borough. The Acorn Estate pilot communications were postponed to February, while further infrastructure upgrades were progressing. These included ordering metro stores to replace bins elsewhere and starting chute replacements for greater capacity. This project remains scheduled for completion in March 2026.

26. A programme to repair play area equipment has begun with a thorough survey of play area in the borough. The goal is to assess the state and requirements of each location. After the survey is finished, its results will help guide decisions about what actions and upgrades are needed for each play area.
27. We are enhancing our methods for tracking estate management issues and responding to them more effectively. This initiative is part of the continuous review of the estate inspection process, with our team working closely with TDS to assess system options and design a suitable case management solution. The project remains on track for completion by March 2026.
28. The Getting to Know Our Tenants Tenancy Audit Programme is set for launch in April 2026, aiming to verify tenant information and provide personalised support by checking in with each household. The programme will help identify changes in circumstances or needs early and remains on schedule for September 2026 delivery.
29. The Trauma-Informed Approach training audit was completed in December, and all frontline staff received training in 2025. Ongoing collaboration with Learning and Development aims to create skill-focused training modules for early vulnerability identification and consistent trauma-informed practices across teams. Progress is on track for September 2026.
30. Tenancy Services will improve from April 2026, with enhanced household data collection for tailored support. Tenancy visits will be more personalised, focusing on early issue identification and recording concerns, with referrals tracked to relevant teams. Progress remains on schedule for March 2027.
31. The Customer Service Improvement Plan remains on track, with work continuing on a new model of housing service delivery, including a refreshed Tenancy and Leasehold Offer and Strategy, designed to align services more closely with residents' needs and to secure a consistently high quality, personalised and responsive landlord service. The absence of a further narrative update in the January tracker suggests there has been no material change in status or timescale, and the commitment continues to be monitored against its March 2027 target completion date.

Focus to March 2026

32. Embedding of the new ASB procedure including follow up in depth training sessions with supporting services, legal, Community Safety, SASBU and Police planned for March on trauma-informed practice and practical ways to tackle ASB on estates.
33. Complex Case Panel Review comprised of SASBU, Landlord Services, Complaints Team will run dip sample on ASB referrals from January to ensure procedure is adhered and quality assured.
34. 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.

35. 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.
36. Complete the playground equipment and maintenance review with the Parks team to inform investment priorities.
37. To ensure alignment with organisational priorities and promote continuous professional development across the service a comprehensive training programme is being developed for front line staff, informed by a structured needs analysis to identify any additional development requirements. The programme will provide officers with the tools and competencies needed to deliver consistent, high-quality services and support effective frontline decision-making, and uphold the standards set out within our governance and service frameworks.
38. Develop a detailed plan for the tenant data management plan, including tenancy audits, as a foundation for the broader tenancy strategy and fair and equitable programme to ensure our services deliver fair and equitable outcomes and meet tenants' diverse needs.

Better Repairs Progress

39. Improvements to the online repair solution have started with changes to the way damp and mould is reported. This included initial changes to ensure urgent cases are prioritised with the next phase focused on improved triage for existing mould issues and the causes of damp.
40. The Plentific Marketplace system went live on 10th November for communal repairs orders and is scheduled to go live for voids orders on 23rd February. A damp and mould module in Plentific is also being developed for improved case management including the production of reports to residents.
41. Issues with the current repairs system, Service Connect, identified as part of a review continue to be resolved to make short-term improvements to repairs management. Improved productivity reports are now in use to assist operatives and managers to report and identify barriers to completing repairs on the first visit.
42. 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, and work is ongoing on the workforce strategy to inform future ways of working.
43. For improved management of void (vacant) properties, processes are being designed 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. This will include an improved service for residents returning

keys when they move out. Four new voids contractors have also been procured to increase the rate at which voids works is completed.

Focus to March 2026

- 44. Rollout of Plentific Marketplace beyond communal repairs.
- 45. Plentific damp and mould module in the final stages of implementation
- 46. Build of the improved damp and mould form
- 47. Requirements, technical assessment and solution design completed for the new voids system with build underway.

Better Customer Service Progress

- 48. The complaints improvement work has resulted in the clearance of a backlog of stage one complaints, from a high of 743 in May 2025 to zero overdue as of 18 September which has been maintained.
- 49. The average response time for stage 1 complaints from acknowledgement to completion has reduced from a high of 32 days in June 2025 to be maintained within 10 days since September 2025.
- 50. The customer service staff training programme remains on track. In December, procurement of a new training provider was progressing, with the specification including core elements of the Resident Experience Programme (REP), such as the Resident Promise. The Learning and Development Team was shortlisting specialist customer service training providers in London alongside larger providers, while working with the REP workstream lead to build new requirements into the current offer and explore in-house training materials. REP leads were also working with the Workforce Improvement Team in the Contact Centre to embed the Resident Promise within training and coaching practices. By January, the new requirements had been incorporated into the existing training offer, and a Customer Service Excellence Training session featuring the REP had been scheduled for 18 February and fully booked, with a further session planned for March 2026. Work to embed the Resident Promise in Contact Centre training and coaching continued.
- 51. A new repairs policy is being drafted and scheduled for presentation to the Senior Management Team in March, with ongoing consultation with staff and residents to shape the final version.
- 52. On corporate customer standards and a consistent quality assurance approach to customer services, the Resident Promise, comprising eight customer and resident service standards, had been published by December. Work was progressing to embed these standards across services, supported by an internal and external campaign that included a social media video by Cllr Cryan promoting the REP and the Resident Promise. REP leads were also collaborating with the Customer Contact Centre to develop a post-call feedback route, with Q4 identified as the target for completion. By January, effort had shifted toward building robust and

consistent feedback mechanisms that incorporate the Resident Promise, including progressing API integration between the Genesys telephony system and the GovMetric feedback solution, still working to a Q4 completion timescale.

53. Since late November, the Bournemouth Road office has been welcoming customers for in-person housing inquiries. By January, the service was running smoothly with no major problems. Focus is now on enhancing customer care and improving feedback systems.
54. Local and community service requirements are being developed. By January, co-location hubs were launched in Rye, Oke, Bermondsey, Probation Services, and King's College Hospital. Additional mapping is underway to expand collaboration with Adult Social Care and key council departments.
55. Concerning alternative contact methods for leaseholders, the December position recorded that online appointments had been in place since June 2025 following a successful pilot in March and April 2025. Homeownership Services were working with Technology & Digital Services (TDS) to develop an online calendar to provide greater flexibility, with this element described as substantially completed. By January, online appointments had been fully incorporated into business as usual, while work with TDS on the online calendar continued. Additional progress was being made with NEC to publish invoices and notices online and Homeownership Services were moving towards greater use of text and email to issue formal and statutory documents instead of relying on post.
56. For post-billing surgeries for leaseholders, December's position noted that six surgeries had been held across the borough in October. Feedback from attendees was positive, but turnout was low and given their resource-intensive nature, the surgeries were not considered cost-effective; an outcome report was being prepared recommending fewer, more focused sessions at Tooley Street. By January, the commitment was completed: in addition to the October events, a final pilot ward-based surgery had been held in November, an outcome report with recommendations was being drafted and post-billing surgeries were being incorporated into business as usual.
57. In terms of providing a solution to allow leaseholders to access their service charge breakdown online, the commitment was completed.

Focus to March 2026

58. Further development of complaints service improvements including better tracking of issues raised in stage one complaints.
59. A Quality Assurance Framework for housing complaints handling and investigation will be implemented by March 2026.

A Stronger Voice for Residents Progress

60. The new Resident Engagement Strategy was approved by Cabinet on 2nd December. Following an application process, residents have been appointed to all boards and forums, and a training needs analysis is underway to inform training needs.
61. The Resident Engagement Strategy directly supports our commitment to giving tenants and leaseholders a stronger voice, one of the core pillars of the Good Landlord Plan. Following Cabinet approval in December, we are now progressing the delivery phase of the strategy, with a particular focus on embedding resident influence within landlord services.
62. A key element of delivery is the establishment of resident led Landlord Service Improvement Boards, providing structured and meaningful resident oversight of service performance and improvement. This approach responds directly to the Regulator of Social Housing's expectations around transparency, accountability, and assurance. The boards are:
- Tenant Housing Management Board: To increase the voice and influence of council tenants in shaping and improving housing management services.
 - Homeowner Housing Management Board: To increase the voice and influence of council leaseholders in shaping and improving housing management services.
 - Building Safety Residents' Board: To hold the council accountable for building safety and compliance, ensuring residents are safe in their homes.
 - Repairs Improvement Residents' Board: To oversee the council's repairs improvement programme and work collaboratively with officers to deliver better repairs and maintenance service.
 - Major Works Board: To oversee the implementation of the new Planned Maintenance strategy.
63. There was a strong resident interest in the boards, and 60 delegates have been appointed to board roles including 10 nominated directly by the Tenants' and Homeowners Forum to ensure a link with the existing structures.
64. A formal launch and induction event took place on 2nd February 2026.
65. Transparency or performance and how residents can scrutinise and influence the landlord services have been improved with regular resident newsletters, an annual housing report, published updates on the Good Landlord Plan and quarterly performance reporting in place.
66. 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 are being established to give residents a stronger voice.
67. 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 in the final stages of

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.

68. £100k was earmarked to reward, recognise and incentivise residents serving on landlord services improvement boards. In December, the boards were expected to launch in quarter 4, with funding starting at that time. By January, progress had been made towards creating a system for delivering rewards, keeping the project on track for the March 2026 goal. The priority is now shifting from simply establishing the boards to developing a practical payment and recognition framework, which will be essential for maintaining resident involvement and showing appreciation for their contributions.
69. With an allocation of £1.3 million for grassroots resident involvement initiatives aimed at designing the delivery of high-quality landlord services, investments were already directed towards tenant participation grants, warm hubs, Christmas festive grants, and GIG grants. Procurement for tenant advisory services had been approved, and the council was supporting both a leaseholder advice service and mediation programs.
70. Out of the £248,000 allocated to community-led initiatives aimed at improving resident wellbeing, £106,709.10 worth of projects had been funded by December. The next round of grant payments is being considered and remains on schedule for completion by September 2026. By January, projections increased, estimating that £244,000 will be spent by the end of the year.

Focus to March 2026

71. Leveraging the Resident Engagement Strategy to embed consistent and meaningful involvement of residents in shaping services, reinforcing the gains already made.
72. Expanding the use of focused resident groups to review specific services, processes and procedures, ensuring tenant voice directly informs service redesign and continuous improvement.
73. Comprehensive training is being provided for all residents who serve on Boards, as well as those participating in local and borough-wide Forums. The programme will equip members with the knowledge, skills, and confidence needed to fulfil their roles effectively, support constructive engagement, and uphold the principles of transparency, accountability, and good governance across all resident-led structures.
74. 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.
75. 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

76. The goal is to build 1,000 additional council homes. The programme stayed on track through December and January, with 202 homes finished and 617 under construction as of December, making a total of 819 either completed or in progress, including 8 modular homes and 6 more planned. Most of the remaining homes are scheduled to be delivered through Development Agreement Lots A and B, for which contracts were signed and sealed on December 18, 2025, allowing work to start in early 2026. Beormund was added as a new site in Lot B, boosting the number of social rent homes, and the programme's overall status remained positive. In summary, progress toward the 1,000-home target is strong, thanks to the signing of DA Lots A and B and adding Beormund.
77. Cator Street Phase 2 remains on track for completion in March 2026. The Council continues to maintain strong oversight of the programme and is working closely with the contractor to support timely delivery. Recent work has successfully resolved key technical risks, placing the project on a much firmer footing. While some schedule pressures remain, these are being actively managed through regular monitoring and ensuring continued momentum towards completion
78. The Local lettings plans for new build homes have been published. No further action is needed; the priority is maintaining consistent implementation and clear communication with residents and stakeholders.
79. The delivery of new council homes at Ledbury, Tustin, Abbeyfield and Aylesbury estates remains ongoing. Highlights include: Ledbury's BMX track planning application is nearing submission, Phase 2 void works are completed, and demolition is underway; Tustin's first batch (150 homes) was handed over in December 2025, residents began moving in January 2026, and Phase 2 funding is secured; Aylesbury's Phase 2B partnership terms were finalized and future planning continues; Taplow's main works contract is set for signing and BSR applications are progressing. Despite achievements, risks remain due to project scale and regulatory complexity, requiring sustained attention to gateways, supporting residents to move and funding to maintain momentum.
80. 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.
81. A new allocations policy has been developed and a resident consultation exercise has been conducted. Work is progressing to measure impact, improve systems and ensure equitable outcomes ahead of Cabinet approval in June 2026.
82. The new Home Connections Choice Based Lettings system has gone live, with residents successfully bidding from 5th February. The new system was tested with

residents before it went live to identify any improvements around content, accessibility and functionality. The new system enables improved usability and accessibility for residents including auto-bidding for vulnerable residents and translation functionality.

Focus to March 2026

83. A further 149 new homes are scheduled for completion by March 2026, contributing significantly to the council's target of completing 2500 homes.
84. The Council has now finalised Development Agreements with Wates and Mount Anvil, enabling both partners to progress early stages of delivery. These agreements have provided the contractual framework required to accelerate programme timelines, support coordinated project planning, and establish the necessary governance arrangements to oversee development activity. Early planning discussions have already commenced, and structured governance covering programme meetings, decision-making pathways, and reporting processes is now fully in place to ensure consistent oversight and timely progress.
85. Officers are preparing a new bid to the Greater London Authority's Social and Affordable Housing Programme (SAHP) to secure additional investment for the next phase of the Council's housing delivery programme. This bid will support the delivery of new social and affordable homes over the coming 10-year period, ensuring long-term funding certainty and alignment with the Council's strategic housing objectives.

Cross-Cutting Enabling Projects

86. To further strengthen the governance and assurance model, a specialist consultancy is in the final stages of work to design a new governance, assurance and performance framework 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

87. For the regulatory engagement meeting in January 2026, the Cabinet Member for Landlord Services and senior officers including the Chief Executive and Strategic

Director for Housing attended the Regulator of Social Housing's offices to discuss delivery to date and the route back to compliance including key milestones in 2026. The meeting was reflective of the ongoing positive engagement with the RSH with a focus on ensuring improvements continue to be delivered at pace.

Policy framework implications

88. 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.
89. 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

90. 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.
91. 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

92. 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.
93. 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.
94. 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.
95. 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.
96. 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

97. 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

98. 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.
99. 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

100. 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

101. 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

102. 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.
103. 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

104. 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.

105. 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.
106. 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.
107. 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.
108. 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.
109. 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

110. 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.
111. 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.

112. 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
Grenfell Tower Inquiry Phase 2 Report: Government response https://www.gov.uk/government/publications/grenfell-tower-inquiry-phase-2-report-government-response/grenfell-tower-inquiry-phase-2-report-government-response-html	External Website	N/A
Social Housing (Regulation) Act 2023 https://www.legislation.gov.uk/ukpga/2023/36	External website	N/A
Building Safety Act 2022 https://www.legislation.gov.uk/ukpga/2022/30	External website	N/A
Southwark Council Regulatory Judgement 27 November 2024 https://www.gov.uk/government/publications/southwark-council/southwark-council-00be-regulatory-judgement-27-november-2024	External website	N/A

APPENDICES

No.	Title
	None

AUDIT TRAIL

Lead Officer	Hakeem Osinaike	
Report Author	Anna Trevena – Housing Transformation Lead David Suen – Housing Strategy & Business Support	
Version	002	
Dated		
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes/No	Yes/No
Strategic Director of Resources	Yes/No	Yes/No
List other officers here		
Cabinet Member	Yes/No	Yes/No
Date final report sent to Constitutional Team	24 February 2026	

Meeting Name:	Cabinet
Date:	2 December 2025
Report title:	Response to Housing Scrutiny Commission recommendations on QHIP Projects (Canada Estate, Devon Mansions, Kirby Estate)
Cabinet Member:	Councillor Sarah King, Leader of the Council
Ward(s) or groups affected:	Rotherhithe and Bermondsey
Classification:	Open
Reason for lateness (if applicable):	Not applicable

FOREWORD – COUNCILLOR SARAH KING, LEADER OF THE COUNCIL,

We recognise that our residents are true experts on their homes, their estates, and the neighbourhoods they help shape every day. We are committed to creating transparent systems that allow residents to hold us to account, challenge our performance, and help us improve. Whether through formal panels, feedback forums, or open data, we will ensure residents have the tools and access they need to evaluate how well we are delivering on our promises.

The Management Action Plan sets out how the Council will manage major works projects going forward. As part of the plan there will be more consultation with residents and improved communication with our residents. We are determined to ensure that we provide a very good service to our residents

RECOMMENDATIONS

Recommendations for the Cabinet

1. Accept all recommendations made by Housing Scrutiny as set out in the report.

REASONS FOR RECOMMENDATIONS

2. Scrutiny Recommendations: The reasons for the recommendations are to ensure that the outstanding issues with three major works projects as set out in this report are dealt with in a timely manner and the contracts can be brought to a close.
3. This will ensure that cabinet has oversight and responsibility to see that the recommendations proposed by the Housing Scrutiny Commission are seen through.

4. This will also ensure issues raised by residents and local councilors are addressed.

ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

5. None.

POST DECISION IMPLEMENTATION

6. N/A

BACKGROUND INFORMATION

7. On 28 July 2025, the Strategic Director of Housing and the Director of Repairs and Maintenance attended the Housing Scrutiny Commission to present three reports and a management action plan following an audit of three completed projects under the Quality Home Investment Programme (QHIP).
8. The Council committed to reviewing how major works projects are managed. The management action plan shows areas the Council will focus on improving the service.

KEY ISSUES FOR CONSIDERATION

COMMISSION'S RECOMMENDATION 1 TO CABINET	
1.	That Cabinet consider and agree the recommendations set out in: - the Council's Task and Finishing Team's (TFT) <i>Internal Review of the Canada Estate (Phase 2) 2017/18 QHIP Major Works Project, Fair Street/Devon Mansions 2018/19 QHIP Major Works Project and the Kirby Estate 2018/19 QHIP Major Works Project</i> - Pelling's' <i>Review of Works Project for the Quality Homes Investment Programme - Canada Estate</i> - Pelling's' <i>Review of Works Project for the Quality Homes Investment Programme - Fair Street / Devon Mansions</i>
RESPONSE TO RECOMMENDATION 1	
1.	The Council's management response plan sets out how the Council intends to carry out the recommendations within the reports of which the Council has already started implementing some of the recommendations.
RECOMMENDATION 1: ACCEPTED	
COMMISSION'S RECOMMENDATION 2 TO CABINET	
2.	That Cabinet ensure more information on works and their costings is shared with residents before and during the works taking place.
RESPONSE TO RECOMMENDATION 2	
2.	Consultation with our residents is key to running a successful project.

	We have recently introduced a new approach to consulting and engaging with residents for the Fire Safety and Refurbishment Major Works Project on the Consort Estate. This seems to have been very well received by residents (especially leaseholders) and we will be using this approach for future planned maintenance projects. In addition to the above, as part of the Council's new Residents Engagement Strategy, we are proposing to set up a Residents Major Works Board, supported by Council officers, that will, once the new Housing Asset Management Strategy is implemented, oversee the delivery of the strategy and scrutinise the performance of major works projects across the Borough. This will run in parallel to work of the Resident Project Groups that are set up for each major works project to work with the Council's Project Team to assist in the delivery of the projects.
RECOMMENDATION 2: ACCEPTED	

COMMISSION'S RECOMMENDATION 3 TO CABINET	
3.	That Cabinet assess whether there are sufficient Council skills and workforce expertise needed for effective oversight of major works and build skills and capacity in these areas.
RESPONSE TO RECOMMENDATION 3	
3.	The Council is currently undertaking a skills gap analysis with a view to identifying any gaps there might be and put in plans to plug them.
RECOMMENDATION 3: ACCEPTED	

COMMISSION'S RECOMMENDATION 4 TO CABINET	
4.	That in connection with recommendation 11 of the action plan (breakdown in communications between residents and LBS Project Team) a clear escalation process is established for where there are disputes between residents and officers, so that both parties know how to raise disputes and how they will be resolved.
RESPONSE TO RECOMMENDATION 4	
4.	The Resident Engagement Team is working on the development of processes and procedures relating to the relationship between the Council and its residents, including clear processes for raising disputes and dispute resolution. (Target Date: June 2026) We will review Putting Residents First to ensure that the process we use to engage with residents on site specific projects aligns with the lessons learnt and the new Resident Engagement Strategy. We will work with residents and Resident Engagement Team on this refresh of our comms and engagement plan for major works programmes.
RECOMMENDATION 4: ACCEPTED	

COMMISSION'S RECOMMENDATION 5 TO CABINET	
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5.	That Cabinet ensure that automatic payments to contractors do not happen without a Contract and without Gateway 3 reports being approved. automatic payments to contractors should not happen.
RESPONSE TO RECOMMENDATION 5	
5.	Although not formalised, legally binding contracts were in place for these projects. For all future projects, contracts will be formalised before work commences on site. Payments to contractors were not made automatically (Director approval was obtained in advance) but, Contract Standing Orders (CSO's) were not followed. The Variation process has been reviewed and, officers have been instructed of their responsibilities under the CSO's. The previous practice of seeking the Director's prior approval has been scrapped.
Recommendation 5: ACCEPTED	

COMMISSION'S RECOMMENDATION 6 TO CABINET	
6.	That Members have training or updates on the revised processes around Statutory Disclosure.
RESPONSE TO RECOMMENDATION 6	
6.	Section 20 statutory processes regarding major works' will be embedded as part of the Member Development training post-election from May 2026.
Recommendation 6: ACCEPTED	

COMMISSION'S RECOMMENDATION 7 TO CABINET	
7.	That residents be required to pay only for works completed and to a high standard.
RESPONSE TO RECOMMENDATION 7	
7.	The Council will ensure that all completed work complies with relevant building regulations and the standards set out in the Council's contract documents. For future projects, the proposed new Residents Major Works Board, as outlined in the Response to Recommendation 2 above, will play a significant role in scrutinising the performance of major works projects across the Borough. We will agree a local sign off process as part of the review of Putting Residents First process and joint feedback from the RPG and the Major works team will be reported to the Major Works Board to ensure they have oversight of the implementation of the overall programme and are able to identify risks and issues at a systemic level.
Recommendation 7: ACCEPTED	

COMMISSION'S RECOMMENDATION 8 TO CABINET	
8.	That information on the quality of work completed at LBS or other councils by contractors bidding in new tender processes has greater weight in contract-awarding decisions.

RESPONSE TO RECOMMENDATION 8	
8.	Future contracts will be awarded on a combination of quality, price and social value in line with the Council's procurement policies. This will include an assessment of the quality of work carried out contractors for LBS and other local authorities.
Recommendation 8: ACCEPTED	

COMMISSION'S RECOMMENDATION 9 TO CABINET	
9.	That the management response to Recommendation 21 of the TFT review not be limited to developing a Code of Conduct for TRAs but also undertake the 'deep dive' audit into the relationships between, and conduct of, residents and officers as per the TFT recommendations.
RESPONSE TO RECOMMENDATION 9	
9.	The Resident Engagement Team is working on the development of processes and procedures relating to the relationship between the Council and its residents, including clear processes for raising disputes and dispute resolution. (Target Date: June 2026).
Recommendation 9: ACCEPTED	

COMMISSION'S RECOMMENDATION 10 TO CABINET	
10	That Cabinet eliminates the possibility that fraud occurred in the interests of transparency
RESPONSE TO RECOMMENDATION 10	
10	An investigation by an external and independent agency will be commissioned to determine whether there is any evidence to suggest that fraud was committed in the management and delivery of these major works projects.
Recommendation 10: ACCEPTED	

COMMISSION'S RECOMMENDATION 11 TO CABINET	
11	That a Ward Councillor forum be created to share learning and/or concerns about works, which is facilitated by Senior Housing Officers and Housing Cabinet Member. .
RESPONSE TO RECOMMENDATION 11	
11	We support this proposal and will establish a quarterly forum for council members in wards where major works projects are taking place. This will be facilitated by the Resident Engagement Team and Head of Investment and will serve as a space to raise concerns and troubleshooting issues with residents. Feed back from these sessions will also be shared with the Major works board to connect insight and problem solving. This will be in conjunction with the proposal in the new Residents Engagement Strategy to set up a Residents Major Works Board, as

	outlined in the Response to Recommendation 2 above.
Recommendation 11: ACCEPTED	

COMMISSION'S RECOMMENDATION 12 TO CABINET	
12	That quarterly Residents' Panel Meetings be established.
RESPONSE TO RECOMMENDATION 12	
12	We have started resident consultation meetings following the Housing Scrutiny Commission on 28 July 2025 with meetings held in October for residents of Canada Estate and Fair Street/Devon Mansions. These meetings will continue until such time as the outstanding contractual matters are resolved and the remedial works completed. As part of the consultation process with residents on the Canada Estate and Fair Street/Devon Mansions, a Resident Panel is being set up to work alongside officers to ensure all the remedial actions identified are done to the required standard and in a timely manner. For future projects, as part of the new Residents Engagement Strategy, it is proposed to set up a Residents Major Works Board, as outlined in the Response to Recommendation 2 above.
Recommendation 12: ACCEPTED	

COMMISSION'S RECOMMENDATION 13 TO CABINET	
13	That the learnings from Canada Estate be applied to the upcoming major works at Chilton Grove to ensure high standards of contract management and that value for money is achieved
RESPONSE TO RECOMMENDATION 13	
13	Learnings from previous projects have already started to be implemented in the Chilton Grove project. Some of the learnings implemented are the monthly resident engagement meetings which will continue for the duration of the project. Residents are better informed of the various pre-construction stages. A resident representative from Chilton Grove has been identified to join the procurement panel to appoint a contractor.
Recommendation 13: ACCEPTED	

COMMISSION'S RECOMMENDATION 14 TO CABINET	
14	That Cabinet ensures residents have clear, easy ways to report any remaining defects from the major works, and that these defects are resolved as soon as possible.
RESPONSE TO RECOMMENDATION 14	
14	For the Canada Estate and Fair Street/Devon Mansions specifically, resident meetings took place during October, and newsletters are also being distributed. The meetings and newsletters provide residents with information on how to report any remaining defects from the major works projects including a dedicated email address for their particular estate. In addition, our

	own Clerk of Works and Surveyors will be inspecting all properties on the two estates to identify any outstanding remedial works. Once all the defects have been identified, these will be served on the respective contractors and a timescale agreed for their completion. We will be carrying out further inspections during and after the remedial works to ensure that these are completed to the required standard. For future major works projects, we will implement robust inspection processes of all homes, during and after the completion of the major works to ensure that the works are carried out to the required standard. In addition to our own inspections, after works are complete, we will write to all residents asking them to notify us of any issues or defects with the completed works. After the 12-month Defects Liability Period has expired, we will write to all residents again to see if any further defects have developed since the works were completed.
Recommendation 14: ACCEPTED	

COMMISSION'S RECOMMENDATION 15 TO CABINET	
15	That Cabinet ensure residents have a clear, named contact point at the council, who they can go to with any questions, issues or 5 concerns about the major works, and expect to receive a prompt response.
RESPONSE TO RECOMMENDATION 15	
15	This response is in connection with the response in Recommendation 14. above. Residents will be advised who the dedicated person or persons are to report defects to. Timelines would be given to remediate the defects reported.
Recommendation 15: ACCEPTED	

COMMISSION'S RECOMMENDATION 16 TO CABINET	
16	That Cabinet ensure the point about improving communications with residents in future major works programmes, which is included in the action plan, is fully fleshed out. Ward councillor suggestions include: - Communication and involvement of residents from the start, including working with residents to devise a resident involvement plan for each major works. - Resident involvement in the appointment of the contractor and arrangement of the major works, for example which hours they works are to be done. - Appointment of a Resident Panel at the start of each major works programme, to oversee works and hold the council and contractor to account. - Regular meetings for a wider pool of residents so they can ask questions and raise points relating to the works, which would be attended by officers and councillors. - Producing a high-quality newsletter and have a clear, named point of contact at the council, who will respond promptly to any questions or issues raised.
RESPONSE TO RECOMMENDATION 16	
16	This response is in connection with the responses in Recommendations 12, 13 & 14 above. The Council is committed to improving communication and

	resident engagement across all major works projects. The implementation has started with recent projects on-site and projects still in the pre-construction stages.
Recommendation 16: ACCEPTED	

COMMISSION'S RECOMMENDATION 17 TO CABINET	
17	Going forward the Council must always be aware that it distinguishes between council tenants and leaseholders to avoid confusion, delay, or wrong payment
RESPONSE TO RECOMMENDATION 17	
17	This has always been in place. At final account stage before the final bills are sent to homeowners, the Homeownership team reviews service charges against S20 bills to ensure homeowners are not charged for works still under the defects period or still under warranty.
Recommendation 17: ACCEPTED	

COMMISSION'S RECOMMENDATION 18 TO CABINET	
18	There should be an audit or evaluation of the processes followed during Gateway decisions to ensure that what is written on paper is followed strictly by officers and that no steps are skipped.
RESPONSE TO RECOMMENDATION 18	
18	This response is in connection with the response in Recommendations 5 above. The Variation process has been reviewed and, officers have been instructed of their responsibilities under the CSOs. The previous practice of seeking the Director's prior approval has been scrapped.
Recommendation 18: ACCEPTED	

Policy framework implications

9. The management response plan sets out how the Council intends to carry out the recommendations within the reports.
10. The recommendation to review the communication and code of conduct of the TRA and officers might have an impact on existing policy if it is deemed necessary to change after the review. If policy change or amendment of the existing is required, Cabinet would be informed.

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

Community impact statement

11. The Public Sector Equality Duty requires public bodies to consider all individuals when carrying out their day-to-day work, in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.
12. Better communication and resident involvement will empower communities by strengthening the meaningfulness of their engagement and enhancing the impact of their participation in shaping services and decision-making.

Equalities (including socio-economic) impact statement

13. The council has a public sector equality duty under Section 149 of the Equality Act 2010. In addition, the Council also recognises that many of our residents are disadvantaged and aims to ensure their voices are heard and their needs reflected in service design and delivery.

Health impact statement

14. Placing residents at the heart of everything we do is key. Engaging and empowering local residents to be part of the decision making in relation to their homes supports the delivery of a good landlord service the Council is promoting.

Climate change implications

15. There are no adverse climate change implications associated with the draft Resident engagement Strategy.

Resource implications

16. The recommendations in the draft QHIP projects review will be serviced by the council's teams.

Note: Legal/Financial implications

17. Any costs associated with the changes introduced by the implementation of the

strategy will be met by the existing Repairs and Maintenance budget.

Consultation

18. Resident consultation is ongoing.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

19. None

Head of Procurement

20. Not applicable

Assistant Chief Executive, Governance and Assurance

21. This report seeks Cabinet's approval of the council's response to the Housing Scrutiny Commission's recommendations on the review of three QHIP projects (Canada estate, Devon Mansions and Kirby Estate). This report is being considered by Cabinet in line with the requirement contained in paragraph 15.3 of the Overview and Scrutiny Procedure Rules in the council's Constitution.
22. There are no significant legal implications arising from the recommendations in this report.

Strategic Director, Resources (H&M 25/042)

23. The Strategic Director, Resources, notes the Housing Scrutiny Commission's recommendations and any costs associated with implementing these recommendations and the servicing of the meetings will be contained within existing Repairs and Maintenance budgets within the Housing Revenue Account.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Minutes of the Housing Scrutiny Commission on 28 July 2025:	Scrutiny Team Governance and Assurance 160 Tooley Street	Adam.Wood@southwark.gov.uk 0207 525 0265
Agenda for Housing Scrutiny Commission on Monday 28 July 2025, 7.00 pm - Southwark Council		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Sarah King, Leader of the Council		
Lead Officer	Ryan Collymore Director of Repairs & Maintenance		
Report Author	Richard Ndudi, Head of Investment		
Version	Final		
Dated	24 November 2025		
Key Decision?	Non-key		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title	Comments Sought	Comments Included	
Assistant Chief Executive, Governance and Assurance	Yes	Yes	
Strategic Director, Resources	Yes	Yes	
Cabinet Member	Yes	Yes	
Date final report sent to Constitutional Team		24 November 2025	

Meeting Name:	Housing Scrutiny Commission
Date:	5 March 2026
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 notes 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	25 February 2026		
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: - 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 Officers' 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.

4 February 2026	Review of social landlord communications with residents and partners, and social landlord performance	To hear from invited social landlords and housing organisations operating in Southwark about their approaches to Awaab's Law, repair response times, Damp and Mould performance, ASB and community safety and a range of other issues affecting residents.
	Commission discussion of potential recommendations to Cabinet	To discuss potential recommendations to Cabinet from the Commission's work in the 2025/6 Municipal Year
5 March 2026	Interview with the Cabinet Member for Council Homes	To question and hear from the Cabinet Member regarding: • the Council's progress implementing the recommendations from reviews of the Canada Estate, Fair Street / Devon Mansions and Kirby Estate and from its own investigations • progress implementing The Good Landlord Plan • the Council's work on Empty Homes / Voids and related issues • the Council's work supporting social landlord performance and communications
	Commission discussion of draft recommendations to Cabinet	To discuss and decide the Commission's Recommendations to Cabinet resulting from its 2025 to 2026 scrutiny work.
	Cabinet Responses to the Housing Scrutiny Commission's "Outcome of the Review of the Canada Estate 2017/18, Fair Street / Devon Mansions 2018/19 And Kirby Estate 2028/19 QHIP Major Works Projects" Report	To note Cabinet's responses to the Housing Scrutiny Commission's "Outcome of the Review of the Canada Estate 2017/18, Fair Street / Devon Mansions 2018/19 and Kirby Estate 2028/19 QHIP Major Works Projects" Report.

Remaining items from earlier planning	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.	
	Follow up review, Gateway 1 Housing - Procurement Support and Supply Chain Management System (Scrutiny Call-in)	
	Temporary Accommodation	
	Tenda Road (New Build Homes) [dependent on the report of the independent investigator being published – see 14 October 2025 meeting above]	

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

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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			
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Councillor Laura Johnson			
Councillor Hamish McCallum			
Councillor Bethan Roberts			
Councillor Kath Whittam			
		Dated: May 2025	