

Housing Scrutiny Commission

Tuesday 14 July 2026

7.00 pm

Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

Membership

Councillor Hellen Benavides (Chair)
Councillor Pascale Mitchell (Vice-Chair)
Councillor Andy Bates
Councillor Stephanie Cryan
Councillor Felix Hamer
Councillor Leigh Richman
Councillor Janice White
Andrew Eke
Ina Negoita
Brendan O'Brien

Reserves

Councillor Mohamed Deen
Councillor Callum Fowler
Councillor Tori Griffiths
Councillor Sean Hannigan
Councillor Andy Higson
Councillor Rachael Penny
Councillor Lina Usma

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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: 6 July 2026



Housing Scrutiny Commission

Tuesday 14 July 2026
7.00 pm
Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

Order of Business

Item No.	Title	Page No.
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	DISCLOSURE OF INTERESTS AND DISPENSATIONS	
	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
4.	MINUTES	1 - 8
	To note the minutes of the Housing Scrutiny Commission meeting held on 5 March 2026.	
5.	PROGRESS ON THE GOOD LANDLORD PLAN	9 - 38
	To receive a report, <i>Good Landlord Plan Progress Update</i> , noting the Plan's status and progress.	
6.	WORK PROGRAMME 2026-2027	39 - 43
	To consider potential scrutiny topics for inclusion in the work programme for the 2026-2027 year and defer their agreement to the Commission's 19 October meeting.	



Housing Scrutiny Commission

MINUTES of the OPEN section of the Housing Scrutiny Commission held on Thursday 5 March 2026 at 7.00 pm at Ground Floor Meeting Room G01A - 160 Tooley Street, London SE1 2QH

PRESENT: Councillor Jason Ochere (Chair)
Councillor Emily Tester (Vice-Chair)
Councillor Sam Foster (Reserve)
Councillor Barrie Hargrove
Councillor Ketzia Harper
Andrew Eke (Co-opted Member)
Ina Negoita (Co-opted Member)

OTHER MEMBERS PRESENT: Councillor Portia Mwangangye (Cabinet Member for Council Homes)

OFFICER SUPPORT: Adam Wood

1. APOLOGIES

Apologies for absence were received from Councillor Livingstone, Councillor McAsh and Councillor Rose, and Co-opted member Brendan O'Brien.

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

There were no urgent items of business.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

Councillors Harper and Tester disclosed interests as Council leaseholders. Councillor Harper also noted that Item 5 included a report on Voids and referenced the Aylesbury Estate where she lived.

Andrew Eke disclosed an interest as a resident of the Tustin Estate.

Ina Negoita disclosed an interest as a resident of Devon Mansions.

4. MINUTES

The minutes of the meeting held on 4 February 2026 were approved as a correct record.

5. INTERVIEW WITH THE CABINET MEMBER FOR COUNCIL HOMES

The Chair invited Councillor Mwangangye (Cabinet Member for Council Homes) and Officers Hakeem Osinaike (Strategic Director of Housing), Ryan Collymore (Director of Repairs and Maintenance), Paul Murtagh (Design and Delivery Manager), Abi Oguntokun (Director of Landlord Services) and Candida Thompson (Director of Housing Needs and Support) to start the interview by summarising the five accompanying reports and key aspects of the portfolio.

Councillor Mwangangye informed the Commission that in respect of the Fair Street/Devon Mansions, Canada and Kirby Estates QHIP Major Works Projects:

- to date, 27 of the 36 recommendations had been implemented and completed
- resident panels had been appointed to help resolve issues as these arose
- a management action plan was in place with incompletely implemented recommendations having been assigned dates for expected completion

In respect of Voids, Councillor Mwangangye reported that:

- only void council homes came under the Cabinet Member for Council Homes portfolio – those relating to private homes or as empty homes related to homelessness were the remit of the Cabinet Member for New Homes & Sustainable Development
- private sector empty homes were managed and, in some cases brought into the council's supply of housing through, for example, compulsory purchase orders, empty dwelling management orders, and loan funding (with matched funding from owners)
- Southwark had high levels of empty homes as a result of estate regeneration, new builds (where properties were waiting sign-off from surveyors), buildings awaiting demolition (e.g. Ledbury and Marie Curie) and being situated in London where homes were sometimes left empty by property developers and private owners
- to help with homelessness and rough sleeping, suitable properties were made available where possible – currently around 85% of rough sleepers

were housed in appropriate long-term accommodation

- empty homes were being brought back into use for homeless families
- contractors had been appointed to strengthen existing provision with work underway on the Aylesbury Estate

Regarding downsizing, Councillor Mwangangye reported that:

- the Older People Strategy passed earlier this year detailed the incentives in place to encourage larger properties being made available to families

On *The Good Landlord Plan*, Councillor Mwangangye informed the Commission that:

- resident boards had been launched
- residents would be increasingly involved in procurement and decision-making as with the pilot at Chilton Grove where a resident was sitting on the procurement panel appointing a contractor

The Chair invited the Commission to question the Cabinet Member and Officers – questions included:

- the sum of loan funding for bringing private homes into Council use
- whether downsizing from a 3-bedroom property to 2 conferred the same advantages (in terms of Banding) as downsizing to a 1-bedroom property
- what a temporary accommodation void was
- whether the team managing voids on the Aylesbury Estate sat outside of the main voids service and, if so, the extent to which lessons learned there could be generalised to the wider voids service
- whether Plentific had been used to procure the four contractors
- whether benchmarking data was available to compare Southwark's council housing voids performance with that of other large, local authority landlords
- the value for money guiding the decision to use Taplow for temporary accommodation
- how the new Voids Manager would employ the necessary Council resources
- whether it might be better that residents living in temporary accommodation-assigned Council properties scheduled for demolition in the long-term be offered secure tenancies
- what plans the Council had to deal with upcoming regulation e.g. minimum energy efficiency standards as part of its work on voids

Responding to Commission questions, Councillor Mwangangye and Officers noted that:

- loan funding of £1.1million together with matched funding from building owners would be used to refurbish empty private homes for subsequent leasing to the Council
- temporary accommodation voids were empty properties identified for use as temporary accommodation
- on the Aylesbury Estate, voids would be used for temporary accommodation although they fell into different categories – those in blocks which would not be brought back into use and would be demolished; those in other blocks with different phases or destinations of development; those in Taplow block which had been decanted following identification for demolition and which would now, subject to permission from the Building Safety Regulator, be refurbished and re-let as temporary accommodation
- the Aylesbury Estate represented a special case in terms of voids given the high number of voids there and their context (as opposed to voids generally which occurred in a random fashion as part of the process of housing turnover)
- the team currently working on voids on the Aylesbury Estate was the Council's DLO – this would soon be complemented by additional teams appointed following a Southwark Construction review of the voids management
- the Council's preference was to deliver around 90% of voids work through its DLO and use external contractors only when capacity was needed
- one lesson learned to speed up delays with voids was to have contractors deal with voids as a whole instead of having separate, specialist contractors managing single component parts/systems of the building (e.g. one contractor focusing on electrics, another on plumbing etc)
- four contractors had been brought in to complement the Council's own DLO voids team – these would focus on the Aylesbury Estate and the Taplow block, and the particular and urgent needs there
- Plentific had not been used to procure the above contractors; a pilot was underway with approximately 11 voids being offered on the Plentific market platform
- while benchmarking data of the kind requested existed, it was not available to hand although the Commission was informed that a “good” benchmark was for voids to be around 1% of total housing stock; Southwark's was currently closer to 2%
- current median turnaround times in London were 40 days for minor voids (i.e. those not requiring roof repairs, new kitchens, new bathrooms or similar, significant interventions) and 90 days for major voids
- Southwark was not yet consistently meeting these informal targets
- there were no statutory targets for void turnaround; the aim was first to reach the London median
- value for money had been assessed for the Taplow block – even though it would eventually be demolished and required refurbishing, the rent collected and current expenditure (often very expensive) on temporary accommodation elsewhere meant this was the best course of action
- when properties were offered under secure tenancies, they needed to be let

- through the allocations policy (i.e. be publicised and have bids invited)
- tenants should receive the same service whether in temporary accommodation or if they had secure tenancies
- offering secure tenancies to residents of properties scheduled for demolition could be misleading to residents
- a Voids Manager was being recruited – they would have their own staff and be able to call on wider resources to deliver on the voids process
- in the short-term, additional resources would increase capacity and help to reduce the backlog in voids whilst the longer-term changes (including the Voids Manager, indicated above, who would manage the strategic delivery of void turnaround as an end-to-end process) would make future work more efficient and the service would be happy to report on this once the Voids Manager had been appointed and had had time to improve practices
- in terms of meeting upcoming regulation such as minimum energy efficiency standards, findings from the ongoing Stock Condition Survey would inform future planning as to how best to comply with regulation – whether through a specific programme of works or by tackling voids as and when they presented

The Chair then moved to Commission questions on the progress implementing recommendations on Fair Street/Devon Mansions, Canada and Kirby Estates QHIP Major Works Projects including:

- whether the target dates, where indicated, were realistic
- whether residents were being kept abreast of targeted deadlines and revisions to these
- what the council was doing in response to Recommendation 8 of the Management Action Plan (incentives to consultants to reduce costs of contracts) and what would have happened by the end of March
- how regular communication by officers as to progress/stalling of implementation activities could help to build trust between parties (relating to Recommendation 21 of the Management Action Plan – conduct of TRA members and officers)

Officers responded, noting that:

- target dates were realistic and, if revisions were necessary, reasons why were given
- in some cases e.g. with works on Devon Mansions, there had been very large dumps of contractor work logs and other information and this was taking a long time to work through
- a newsletter had been sent to residents in October informing them of the works planned and finishing dates, and meetings were planned with residents to provide updates directly
- consultants were now managed more directly through KPIs and were paid a

fee instead of a percentage of the contract value

- the department did need to improve its communication with residents on updates to projects – with the new approach on the Consort Estate, this was happening via regular meetings with residents, leaseholders and tenants

The Chair then invited the Commission to explore *The Good Landlord Plan* and updates. Questions were asked on:

- how the Resident Engagement Strategy was developing
- whether the Stock Condition Survey was on track
- what the status of residents sitting on boards was – whether council staff or volunteers
- what developments might be communicated regarding the Abbeyfield Estate on timescales for regeneration and when decisions would be taken on how regeneration would be carried out
- whether the proportion of homes judged to be decent in initial findings of the Stock Condition Survey matched expectations
- whether Plentific was costing as expected, if there were any unexpected issues and if Officers were satisfied with it
- whether findings from the Stock Condition Survey would be shared with residents including at an individual property level

Officers responded, noting that:

- on the Resident Engagement Strategy, a training provider had been commissioned to support the development of the recently launched boards and a resident-friendly version of the strategy was in development
- also on the Resident Engagement Strategy, where focus groups of residents provided recommendations, they were fed back to and so kept informed on how implementation of the recommendation was progressing
- the target for the Stock Condition Survey internals was 20% by the end of March – work was ahead of target
- residents on the boards set up as part of the Resident Engagement Strategy and *The Good Landlord Plan* were not council staff but paid volunteers, paid in recognition of their time
- from an upcoming meeting between Councillors Mwangangye and Dennis, and a subsequent Cabinet paper, more information on how Abbeyfield Estate regeneration might take place would be shared with the Commission
- prior to the Stock Condition Survey, 74% of the Council's homes were estimated to meet the decent homes standard – the current, partially completed stock condition survey suggested 88% decency
- use of Plentific had started in November and there was not currently enough detail to analyse costs although the increased visibility of contractor performance through indicators such as *Right First Time*, *First Time Fix Rate* and *Appointments Made and Kept* showed quite good or good

performance

- once the Stock Condition Survey had covered 40% of properties, an asset management strategy would be developed with residents invited to consider how money should be spent on the issues identified
- the purpose of the Stock Condition Survey was to inform investment decisions regarding the maintenance of the Council's housing stock, not to provide individual, household-level feedback on the state of a particular property

6. COMMISSION DISCUSSION OF DRAFT RECOMMENDATIONS TO CABINET

The Commission discussed the recommendations it might make to Cabinet as a result of its scrutiny work over the previous three meetings and the meeting underway. A draft report containing some potential recommendations had been provided to members of the Commission and, following discussion and amendment of these, a definitive list of recommendations was formulated.

AGREED:

That the Commission's Scrutiny Report be sent to Cabinet.

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

This item was taken at the end of Item 5 Interview with the Cabinet Member for Council Homes.

NOTED:

Cabinet's responses to the Commission's recommendations contained in the report "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"

8. WORK PROGRAMME 2025-2026

This was the final meeting of the Housing Scrutiny Commission for this municipal year.

NOTED:

The work programme for the 2025-2026 year.

Meeting ended at 10:15pm.

CHAIR:

DATED:

Meeting Name:	Housing Scrutiny Commission
Date:	14/07/2026
Report title:	Good Landlord Plan Progress Update
Ward(s) or groups affected:	All wards and council tenants and leaseholders
Classification:	Open
Reason for lateness (if applicable):	N/A
From:	Hakeem Osinaike, Strategic Director of Housing

RECOMMENDATION(S)

1. To note the progress and status of the Southwark Good Landlord Plan (GLP) from January 2026 to May 2026.

Executive summary

2. This report updates on Southwark's housing improvement programme, outlining progress toward the Housing Consumer Standards via the GLP, in response to C3 grading from the Regulator of Social Housing (RSH).
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 RSH and Building Safety Regulator.

Background

4. In August 2024, the RSH 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.
5. On 27 November 2024, the RSH issued its regulatory judgement for 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
6. Appendix 1 shows the failings identified in the inspection.
7. 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.

8. The Council has been mandated to attend monthly engagement meetings with the RSH since April 2025 to demonstrate progress through the established programme, which has been incorporated into the GLP.
9. Engagements meeting with the RSH are constructive. In January 2026, the meeting focused on progress to date and focus has shifted 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.
11. The GLP is based on six themes:
 - 1) Better Homes
 - 2) Better Estates
 - 3) Better Repairs
 - 4) Better Customer Service
 - 5) A Stronger Voice for Tenants
 - 6) New Council Homes
12. A resident-friendly version of the plan is published on the website¹ with updates included in the annual report².
13. 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.
14. 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 was not an area of concern identified by the regulator, 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

15. In terms of decent homes, following completion of the pilot stock condition survey, the full programme commenced in October 2025 with a target to complete surveys in a representative sample of 20% of homes by March 2026. As of 31 March 2026, surveys had been completed in 7,855 council homes, exceeding the target of 6,767 surveys for the first six months of delivery.

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

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

16. At that point, the decency rate was estimated at 93%, based on a validated sample of 6,380 homes. Since then, we have continued the survey programme and completed a further 1,879 surveys, increasing the total sample to 8,259 homes. Based on this larger dataset, the current estimated decency rate is 92%.

17. Compliance performance has improved throughout the year as shown in the table below:

Compliance Area	March 2025	March 2026	Commentary
Asbestos	88.51%	100%	Full compliance sustained following recovery from a short-term capacity issue earlier in the year.
Domestic EICR	24.7%	85.9%	While performance remains below target, the March position reflects material progress.
Communal EICR	66.9%	100%	Full compliance achieved following sustained improvement and backlog clearance.
Fire Risk Assessments	99.65%	99.91%	Consistently high performance with only a very small number of access-related exceptions.
Domestic Gas Safety	99.02%	99.26%	Stable performance throughout the year; remaining cases mainly subject to legal access processes.
Lifts	99.61%	99.75%	Two assets temporarily out of service due to planned refurbishment works. Consistent performance throughout the year.
Carbon Monoxide Alarms	99.96%	99.56%	Minor residual gaps linked to voids and data reconciliation rather than installation failure.
Smoke alarms	7.02%	73.65%	While performance remains below target, the March position reflects material progress.
Water hygiene (blocks)	95.65%	97.47%	While performance remains below target, the March position reflects material progress.

18. Overdue high risk fire risk assessment actions from type 1 (non-intrusive) surveys have reduced from 218 at the end of March 2025 to 2 at the end of May 2026.

19. The implementation of the True Compliance system is enabling improved visibility and monitoring of fire, water, gas, electrical, water hygiene and asbestos testing (known as the 'Big 6' compliance areas) and risk assessments along with any associated actions. The benefits include automated review of compliance of uploaded certificates and extraction of any actions which are then managed on the system enabling real-time reporting of both compliance and action completion. Both the electrical and lifts

workstreams are complete with fire, gas and water hygiene subject to final sign off imminently.

20. A specific challenge for improving compliance performance and ensuring residents are safe is the level of no access for compliance inspections and follow up actions. In 2025/26, there were 3,648 no-access cases recorded in the electric workstream and data on no access is not consistently recorded which has prevented strategic use of data to identify barriers to access and common themes. There is also a need address recent changes of legislation which requires local authorities to take a proportionate approach to gaining access to carry out domestic electrical checks, for example, applying for a court order to force entry where required for health and safety reasons.
21. A project has been initiated to redesign the no-access process across the 'Big 6' compliance areas is continuing to minimise slippage of ongoing assessment and inspection programmes and to keep tenants safe.
22. The project will deliver:
 - Consistent reporting of no access on systems
 - Implementation of a data-led approach to use tenant data to improve access, assess risk and prioritise inspections
 - Understanding of reasons for no access and a redesign of processes to remove barriers to access
 - Redesign of processes and policies for the escalation route for no access (including requirement for legal action)
 - Redesign of resident communications for compliance checks
 - Strategy for meeting tenants' diverse needs and reasonable adjustments to meet these needs
23. A detailed delivery plan is being developed and work is currently underway to ensure no access events are recorded on the True Compliance system. A report is also being developed to incorporate council data e.g. rents and council tax data to identify possible barriers to access.
24. The estate refurbishment programme continues to progress across Consort, Crane House, Honiton Gardens, and the Wyndham and Comber Estates. All retrofit assessments have now been completed, and a full programme of homes has been identified for inclusion in the works. The recommended measures are currently being reviewed, with procurement activity due to commence following completion of this analysis.
25. The deployment of Switchee sensors is also progressing well, with installations now completed in 20% of participating homes. Switchee sensors are smart devices that monitor environmental conditions within homes, such as temperature and humidity, helping to identify issues including damp, mould and fuel poverty risks. Early feedback from residents has been positive.

26. Resident engagement remains a key element of the programme. The first engagement event was held in May 2026 and was attended by representatives from Switcher and Imperial College London, providing residents with an opportunity to learn more about the project and its benefits. Further engagement activities are planned throughout the programme to ensure residents remain informed and involved as delivery progresses. Subject to procurement and mobilisation, works are expected to commence on site in early autumn 2026.
27. The programme to improve the energy efficiency of 120 street properties, funded through a £1.3 million Warm Homes grant, continues to make good progress. All retrofit assessments have now been completed and a full cohort of properties has been identified for inclusion in the programme. The recommended energy efficiency measures are currently being reviewed, with procurement due to commence following completion of this analysis.
28. The boiler replacement programme is a planned initiative to renew approximately 1,000 boilers each year across council homes, helping to ensure residents have reliable heating and hot water by replacing ageing equipment. Progress remains on track, with 76 boilers installed in April and a further 48 installed in May, bringing the year-to-date total to 124. The programme continues to gather momentum and supports the ongoing delivery of safe, reliable and efficient heating systems for residents.

Focus to October 2026

29. Full implementation of the True Compliance system for asbestos.
30. Ongoing delivery of programmes to achieve compliance for areas of failure i.e. FRA actions, EICRs and smoke and Carbon Monoxide alarms.
31. Ongoing delivery of the no access project.
32. Ongoing delivery of the stock condition survey programme and development of the asset management strategy due to go to the Executive in December 2026.

Better Estates Progress

33. The review of the estate inspection process continues to progress. Following a series of focus groups with residents, staff and stakeholders, valuable feedback has been gathered on priorities for improvement and the future design of the service. The findings are helping to shape a revised approach, including inspection standards, reporting expectations and resident-facing outputs.
34. Alongside this engagement, a range of digital solutions have been explored to support and enhance the process. The HouseMark Photobook platform has been identified as a potential solution that aligns closely with our functional requirements, and a trial is scheduled for July to assess its suitability before any wider rollout. The delivery of planned improvements is dependent on digital capability and system development, including the successful implementation of photo-based estate inspection scoring and enhanced estate issue tracking systems.

35. A key theme emerging from the focus groups is the need to address outstanding communal repair issues. Tackling these issues will be critical to improving estate conditions and rebuilding resident confidence and trust in the service.
36. The next phase of the project will involve wider consultation with residents, staff and key stakeholders to refine the proposed approach and ensure it is fit for purpose ahead of final implementation and rollout in October 2026.
37. Work has continued to strengthen our response to anti-social behaviour (ASB). A new ASB procedure has been introduced, supported by updated action plans designed to improve communication with residents, keep them informed of progress, and provide clearer expectations about how cases will be managed.
38. In addition, comprehensive ASB training is being developed in partnership with the Southwark Anti-Social Behaviour Unit (SASBU). The training will be rolled out to all ASB caseworkers during quarter 2 of 2026 and will focus on promoting a consistent approach to case management, improving service quality, and ensuring staff have the skills and knowledge needed to support residents effectively. These improvements are intended to enhance the customer experience, increase transparency and deliver more timely and effective responses to reports of ASB.
39. This commitment has been completed. Estate surgeries were successfully introduced across all estates in October 2025, supported by a comprehensive communications campaign that included text messaging to residents, leaflet drops, estate noticeboard posters, updated staff email signatures, information at the Peckham Library Service Point, and publication of the full schedule on the council's website.
40. Following the initial rollout, work focused on extending the approach to street properties and infill blocks, ensuring wider access to the service. The format of existing surgeries was also reviewed and strengthened to improve resident engagement and responsiveness.
41. Estate surgeries are now established across estates, street properties and infill blocks, providing residents with regular opportunities to raise concerns, discuss local issues and engage directly with housing staff within their communities.
42. 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 in delivery to design a new solution for tenancy audits so we can ensure tenant data is kept up to date.
43. In terms of the "New Ways to Get in Touch" we continue to expand opportunities for residents to engage with us and help shape decisions that affect their homes and neighbourhoods. An online consultation on the Council's Asset Strategy is currently live, providing residents with an opportunity to share their views and influence future investment priorities.
44. To support wider engagement, we are also planning a resident workshop on the Asset Strategy, enabling more detailed discussion and feedback. In addition, a workshop is

being developed as part of the review of our Domestic Abuse Policy, ensuring residents and stakeholders can contribute to the development of services and support arrangements.

45. These activities build on our commitment to offering a range of engagement channels, including digital platforms and face-to-face events, to ensure residents can participate in decision-making in ways that are accessible and meaningful to them.
46. The Tenant-Led Waste Management Initiative continues to progress across seven priority estates through a phased and coordinated approach that combines prevention, resident engagement, environmental improvements and, where appropriate, enforcement. Work to support the programme is well advanced, including infrastructure upgrades, improved signage and the development of estate-specific action plans, with several estates approaching readiness for implementation.
47. The programme places a strong emphasis on resident involvement, with ongoing engagement helping to shape local solutions and ensure that improvements reflect the needs of each estate. Key challenges relating to estate design, bin capacity and historic inconsistencies in service delivery have been identified and are being addressed to support a sustainable and effective approach.
48. The next phase will focus on completing outstanding preparatory actions, finalising delivery plans and strengthening engagement with residents and stakeholders, including consultation with Tenant and Resident Associations (TRAs). A phased rollout will commence from summer 2026, informed by learning from the Acorn Estate pilot and tailored to the readiness of individual estates, helping to ensure a proportionate and successful implementation.
49. Work is progressing in partnership with Environment, Sustainability and Leisure (ESL) to make better use of data in identifying and responding to estate-based issues such as fly-tipping, littering and dog fouling. Resident Services Officers will use FixMyStreet to record and report estate cleaning issues, supporting more consistent and timely data capture. Access to CONFIRM will also provide a more joined-up view of issues reported by both residents and staff, helping teams to understand where problems are occurring and where additional focus may be needed.
50. The introduction of a digitised estate walkabout process will further strengthen this approach by capturing inspection outcomes in a consistent format. This will support better analysis of trends, recurring issues and priority locations across estates.
51. Together, these improvements will help ensure resources are targeted more effectively, support better coordination between teams, and improve the council's ability to respond to local environmental issues in a timely and evidence-led way.
52. Work is underway to test and implement new approaches to reducing fly-tipping and improving waste management across council estates. A dedicated Waste on Estates project is currently being delivered across seven priority estates, with Tenant and Resident Associations (TRAs) playing an important role in shaping how improvements are implemented locally.

53. Acorn Estate was selected as the pilot site, providing valuable insight into the effectiveness of a range of intervention measures. These have included targeted door-knocking campaigns, deployment of CCTV in problem locations, communications with neighbouring estates, the introduction of new fly-tipping warning signage, and a review of estate bin provision and capacity.
54. Learning from the Acorn pilot is being used to inform delivery across the remaining estates, ensuring that interventions are tailored to local circumstances and address the root causes of waste management issues. Resident engagement remains central to the programme, helping to build awareness, encourage positive behaviours and ensure that solutions reflect the needs of each community.
55. The next phase will focus on rolling out successful measures across the remaining priority estates, working closely with residents and stakeholders to deliver cleaner, safer and more sustainable neighbourhoods. This project is scheduled for completion in March 2027.
56. There remains some uncertainty regarding the effectiveness of pilot initiatives, particularly the tenant-led waste management projects being trialled on a small number of estates.
57. Scaling successful pilot schemes across all estates is likely to require significant additional investment and may prove challenging within existing financial constraints.
58. A programme of inspections and repairs is underway to improve the safety and accessibility of play areas across our estates. The council's specialist contractor is carrying out inspections of all estate play areas and equipment between May and July 2026 to identify any defects, safety concerns and maintenance requirements.
59. Remedial works are being undertaken as inspection reports are received, allowing repairs to be prioritised and completed as quickly as possible. As a result, several play areas have already reopened and are once again available for residents to use.
60. The programme will continue through to September 2026, with further inspections, repairs and reopenings taking place over the coming months. This phased approach will ensure that play equipment is safe, well maintained and accessible, enabling more children and families to benefit from high-quality play facilities across our estates.
61. Work is underway to strengthen how estate management issues are monitored, tracked and resolved. We are enhancing the existing monitoring arrangements for the estate cleaning Service Level Agreement (SLA) to provide greater oversight, accountability and performance management.
62. The improved estate inspection process will support greater transparency by providing a clearer picture of issues identified on estates and the actions being taken to address them. The use of CONFIRM will enable cleaning-related issues reported by residents and staff to be recorded and tracked more effectively, helping to ensure timely responses and better coordination between services.

63. In parallel, we are working closely with the Digital Team to develop a new case management system that will capture actions and responses in real time. This will improve our ability to monitor progress, track outstanding issues, analyse trends and report on performance, while supporting a more consistent and responsive service for residents.
64. Together, these improvements will provide better visibility of estate management issues, strengthen accountability and help ensure that concerns raised by residents are resolved more efficiently by October 2026
65. We are continuing to strengthen our understanding of residents' needs through our "Getting to Know Our Tenants" initiative by creating more opportunities for meaningful engagement and involvement in service design. As part of this work, we have held three engagement meetings in the south of the borough with TRAs to better understand local priorities and gather feedback on how services can be improved.
66. These discussions have provided valuable insight into residents' experiences and expectations, helping to shape the future development of Resident Engagement Team services. By involving residents directly in conversations about service delivery, we are ensuring that tenant voices play a central role in informing decisions and identifying opportunities for improvement.
67. The learning from these sessions will be used to strengthen our approach to resident engagement and help deliver services that are more responsive to the needs of our communities.
68. We are continuing to develop a more resident-centred and trauma-informed approach across Landlord Services to strengthen prevention-focused support and ensure residents receive the right help at the earliest opportunity.
69. A comprehensive training audit has been completed and trauma-informed practice training was delivered to all frontline staff during 2025. This has helped to increase awareness of the impact that trauma and adverse experiences can have on residents and supports more empathetic and effective engagement.
70. Building on this foundation, we are now working with the Learning and Development Team to design bespoke training modules that will further strengthen staff skills and confidence. The new training will focus on identifying vulnerability at an early stage, delivering appropriate interventions, and embedding consistent trauma-informed practices across all teams.
71. By continuing to invest in staff development and adopting a preventative approach, we aim to improve residents' experiences, build trust in our services, and ensure support is tailored to individual circumstances and needs.
72. We are developing a new model of housing service delivery to improve the experience of tenants and leaseholders and ensure our services are designed around residents' needs. This work includes the development of a refreshed Tenancy and Leasehold Offer and supporting strategy, setting out a clear commitment to delivering a high-quality landlord service.

- 73. The new approach aims to provide a more personalised, responsive and consistent experience for residents, with services that are easier to access and better tailored to individual circumstances. It will also strengthen our focus on customer experience, ensuring that resident feedback and insight play a central role in shaping how services are designed and delivered.
- 74. As this work progresses, the new service model will help drive service improvements across estates, strengthen relationships with residents and support the delivery of a more customer-focused housing service by March 2027.

Focus to October 2026

- 75. Complete the HouseMark Photobook trial, undertake wider consultation with residents and stakeholders, and implement the revised estate inspection process by October 2026.
- 76. Embed the new ASB procedure and deliver training to all ASB caseworkers to improve consistency, communication and case management.
- 77. Continue to strengthen and promote estate surgeries to maximise resident participation and support the resolution of local issues.
- 78. Implement a new tenancy audit solution to improve the accuracy and completeness of tenant information.
- 79. Deliver the Asset Strategy consultation and workshops, alongside engagement on the Domestic Abuse Policy review, to give residents more opportunities to influence decisions.
- 80. Complete preparatory work and begin the phased rollout of the Waste on Estates programme across the seven priority estates.
- 81. Introduce enhanced data collection and reporting through FixMyStreet, CONFIRM and digitised estate walkabouts to better target resources and identify trends.
- 82. Roll out successful interventions from the Acorn Estate pilot across the remaining priority estates to reduce fly-tipping and improve waste management.
- 83. Complete inspections, repairs and reopening of estate play areas to improve safety and accessibility by September 2026.
- 84. Implement enhanced monitoring arrangements and develop a new case management system to improve tracking, accountability and response times by October 2026.
- 85. Use resident feedback and engagement activity to improve Resident Engagement Team services and ensure tenant voices shape service delivery.
- 86. Develop and deliver additional trauma-informed training to strengthen early intervention and support for vulnerable residents.
- 87. Continue to develop a new housing service delivery model and refreshed Tenancy and Leasehold Offer to deliver a more personalised, responsive and customer-focused landlord service.

88. 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. Early priorities include a comprehensive online training module for all housing staff, damp and mould training and training on trauma-informed practices.

89. 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

90. There was a slight improvement in repairs performance at the end of May 2026 as shown in the table below:

Measure	Target	25/26 YTD	26/27 YTD	Apr 26	May 26	Trend
Repairs completed on the first visit	85%	79%	83%	81%	85%	▲
Overall satisfaction with repairs service	90%	90%	89%	89%	90%	▲
Percentage of non-emergency repairs completed on time	90%	80%	78%	78%	79%	▲
Percentage of emergency repairs completed on time	95%	88%	91%	89%	91%	▲

91. Despite this, improving repairs resident experience of the service remains a key priority for the council and detailed analysis across the responsive repairs operating model has been undertaken to ensure the root causes of issues are addressed.

92. Work is underway on a new operating model for repairs which includes implementation of an area-based model with alignment to and location with the three areas operated by Landlord Services. This will also reflect the move away from the Frensham Street depot which is due to close due to redevelopment in the area.

93. Improvements to the online repair solution have focused on the way damp and mould is reported. Following initial changes to ensure urgent cases are prioritised, further improvements were made in April 2026 to:

- Introduce a simple triage at the start of the form to better understand the issue being reported and to set clear expectations for residents.

94. Added availability and non-availability questions for urgent mould wash appointments e.g. tell us the best time of the day for you and non-availability.

95. Tailored messaging throughout the form so residents understand what will happen next, based on what they report.

- The form now captures the information needed to distinguish between:

96. Urgent mould wash appointments

97. Damp assessments requiring further investigation

98. Leaks causing damp (which can be triaged out to general repairs).

99. The Plentific Marketplace system went live on 10th November for communal repairs orders and for voids orders March 2026. A damp and mould module in Plentific is also in the final stages of development for improved case management. Processes have been redesigned to introduce new ways of working which will involve a case management approach to casework encompassing both management of the repairs work as well as decants and no access management.

100. For the overall repairs operating model, a review of organisational development includes financial, procurement and contract management as well as organisational culture. The design of the new operating model is underway and will be led by the new permanent Assistant Director of Responsive Repairs who joined the council on 1st July 2026.

101. For improved management of void (vacant) properties, the Voids Improvement Programme has introduced a clear end-to-end operating model covering Housing Management, Repairs, Contractors and Lettings, addressing the key causes of delay that previously impacted void turnaround times. A complete end-to-end void operating model has now been developed covering every stage from tenant notice through to a new resident moving into the property for standard voids. A workshop will take place on 7th July with specific focus on voids on the Aylesbury Estate which need to be managed slightly differently to standard voids.

102. Deliverables so far include:

- Defined 28-day Minor Void and 100-day Major Void pathways
- Clear ownership and accountability across all services

103. Life Milestone Tracking for every void property through a Voids Collaboration Hub and enhanced Voids Tracker acting as the single source of truth.

- Structured contractor performance management and governance reviews
- Formal quality assurance and handover processes
- Improved utility activation arrangements through Tenants Save Money
- Procurement of an enhanced key management system to significantly reduce the time spent controlling keys, and provide real time reporting to streamline this activity
- Greater operational focus on aged backlog cases.

104. The service has effectively moved from managing individual repairs to managing the complete void journey by becoming outcome focused. This is a cultural change which is continuously being worked on to embed it fully.

Focus to October 2026

105. Design of the new responsive repairs operating model.
106. Rollout of Plentific Marketplace beyond communal repairs.
107. Go live of the Plentific damp and mould module and new processes.
108. Options appraisal for a redesigned repairs self-service form for residents and selection of option.
109. Requirements, technical assessment and solution design completed for the new voids system.

Better Customer Service Progress

110. 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.
111. 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.
112. The average response time for stage 2 complaints requires improvement. At the end of June 2026 there were 154 overdue stage 2 complaints. Additional staff have been brought in to clear the backlog from 312 overdue to complaints in March 2026. A review of complaints processes and the complaints system is underway to improve how complaints are handled and to improve insight into where delays are occurring. This will include improved monitoring of stage 1 recommendations to reduce escalations from stage 1 complaints.
113. A Quality Assurance Framework for housing complaints handling and investigation has been implemented and focus has included themes identified in complaints and reasons for escalation to stage 2 complaints.
114. A comprehensive customer service training programme is being delivered to support improvements in customer experience across the organisation. Following a competitive procurement process, Hamilton Mercer was appointed in March 2026 to design and deliver a new Customer Excellence training programme. While the new training package was being developed, interim customer service training continued to be provided through the existing supplier to maintain staff development and service standards.
115. The development phase of the programme has now been completed, with training materials finalised and delivery arrangements agreed. The programme is designed to equip staff with the skills, behaviours and confidence required to deliver high-quality,

customer-focused services and to provide a consistent experience for residents across all points of contact.

116. The rollout of the training programme will commence with a two-day course for Contact Centre Managers on 29 and 30 July 2026. This will be followed by a one-day Customer Excellence course for Customer Service Officers and other front-line contact centre staff from mid-August 2026. A wider rollout to additional council staff is planned from mid-September 2026, ensuring that customer service principles are embedded more broadly across the organisation and supporting the council's commitment to continuous service improvement.
117. A clear set of service standards is being developed to set out the council's commitments to residents on repairs, response times and service delivery. As part of this work, a comprehensive review of the Repairs Policy is underway, with residents currently being consulted to ensure the policy reflects their expectations and priorities.
118. The proposed Repairs Policy will provide greater clarity on service standards, including defined repair categories and response times, helping residents to better understand the level of service they can expect and improving transparency and accountability across the repairs service.
119. Feedback from the consultation will inform the final version of the policy, which is scheduled to be presented to the Executive for approval in September 2026. Subject to approval, the policy will establish a clear and consistent repairs offer for residents and support the delivery of a more responsive and customer-focused service.
120. A new set of corporate customer standards and a consistent quality assurance approach are being developed to drive improvements in customer service and ensure a more consistent experience for residents across all service channels.
121. As part of this work, the GovMetric customer satisfaction survey platform has been integrated with the Genesys telephony system and was launched in June 2026. This new automated process enables residents to be contacted within 60 minutes of calling the Contact Centre and invited to complete a customer satisfaction survey, replacing the manual process that had been in place since the implementation of Genesys. The initial deployment replicates the existing survey approach, with a post-implementation review planned to assess performance and consider enhancements to the survey questions and reporting arrangements.
122. In parallel, the Contact Centre is undertaking analysis of existing service level agreements and performance measures to inform the development of future corporate customer standards. This work will help establish a consistent quality assurance framework, strengthen performance monitoring and provide greater insight into customer experience, supporting continuous improvement across customer-facing services.
123. The Bournemouth Road office has been providing an open-door, face-to-face service for residents since November 2025, offering in-person support and advice for housing-related enquiries.

124. The service has improved access to council services by providing residents with an alternative to telephone and online contact channels. Analysis of customer interactions has also provided valuable insight into the range of enquiries being received. Data shows that approximately 25% of residents attending the office require support from services other than Housing Needs and Support, including Resident Services and Accommodation Solutions.
125. The Bournemouth Road office continues to provide a valuable point of contact for residents, improving accessibility and helping ensure that customers are directed to the most appropriate service to meet their needs. This commitment was completed in March 2026.
126. A framework and delivery model for local and community-based services was developed and formally agreed, with a report presented to the Housing, Children's, Adults and Public Health Board confirming the proposed approach and implementation process.
127. As a result, eight community-based services are now operational, improving access to support within local communities and strengthening partnership working across council services. The programme has demonstrated the benefits of delivering services closer to residents and supporting earlier intervention.
128. Building on this progress, additional resources have been agreed in principle by Children's Services to support further expansion through the Family Hub Programme. This will provide opportunities to extend the reach of community-based services and strengthen support for residents and families across the borough.
129. Alternative contact methods for leaseholders, including online appointments, this commitment remains on track, with online appointments now embedded as part of business-as-usual service delivery for leaseholders. The introduction of online appointments has provided residents with greater flexibility in how they access support and engage with the Homeownership service.
130. Work is continuing with Technology and Digital Services (TDS) to develop an online booking calendar that will provide residents with a more flexible and user-friendly way to arrange appointments. In parallel, work is progressing with NEC to enable invoices, notices and other key documents to be made available online, improving accessibility and reducing reliance on paper-based processes.
131. Homeownership Services are also increasing the use of email and text messaging to communicate with leaseholders and, where appropriate, issue formal and statutory documentation electronically. Together, these improvements will provide residents with a wider range of convenient contact options and support the modernisation of service delivery.
132. A programme of post-billing surgeries was introduced to provide leaseholders with opportunities to discuss service charges, ask questions and receive support in understanding their accounts and charges.

133. An outcome report on the surgeries was subsequently presented to the Council Housing Leaseholder Management Board (LMB), demonstrating the value of the initiative in supporting engagement and helping leaseholders better understand service charge information.
134. The surgeries have now been embedded as business as usual and will continue as part of the Homeownership service offer. As part of this ongoing approach, two further surgeries are being held at Tooley Street to support leaseholders in understanding the 2026/27 estimated service charges. This commitment was completed in October 2025.
135. A solution that will allow leaseholders to access their service charge breakdown online, this commitment was completed on 23 September 2025 with the launch of online access to itemised service charge breakdowns. The new facility enables leaseholders to view detailed information about the costs that make up their service charges, providing greater transparency and making it easier for residents to understand how charges have been calculated.
136. The introduction of online access has improved the availability of service charge information, reducing the need for residents to request breakdowns directly from officers and supporting a more accessible, self-service approach. This enhancement forms part of the wider modernisation of Homeownership services and the council's commitment to improving communication, transparency and the customer experience for leaseholders.

Focus to October 2026

137. Maintain improvements in complaints handling performance, use the Quality Assurance Framework to identify learning and trends, and reduce escalation to Stage 2 complaints.
138. Clearance of the stage 2 complaints backlog by the end of July 2026 and work on redesign of complaints handling process and systems.
139. Complete the rollout of the Customer Excellence training programme to managers, front-line staff and wider council employees to embed consistent customer service standards across the organisation.
140. Finalise the Repairs Policy following resident consultation and seek Executive approval in September 2026 to establish clear repair categories, response times and service commitments.
141. Develop and implement new corporate customer standards, review customer feedback gathered through GovMetric surveys and strengthen quality assurance and performance monitoring arrangements.
142. Continue providing accessible face-to-face support through the Bournemouth Road office as an established business-as-usual service.
143. Build on the eight community-based services already in operation by progressing expansion opportunities through the Family Hub Programme.

- 144. Introduce an online appointment booking calendar, expand digital access to documents and increase the use of email and text communications with leaseholders.
- 145. Further development of complaints service improvements including a review of the currently system to improve tracking of complaints responses and recommendations.

A Stronger Voice for Residents Progress

- 146. An allocation of £100,000 has been set aside to support a reward, recognition and incentive scheme for residents who serve on the Landlord Services Improvement Boards. The purpose of the scheme is to recognise the significant time, expertise and commitment that residents contribute to improving landlord services and ensuring that resident voices directly influence decision-making.
- 147. We are currently working with Legal Services to develop a compliant payment framework, including eligibility criteria, governance arrangements and payment mechanisms. The proposals will ensure that payments are transparent, equitable and represent value for money.
- 148. £1.3 million has been allocated to support grassroots resident involvement activities that will help shape the design and delivery of high-quality landlord services. A spending plan is currently being developed to make effective use of both reserves and the annual budget allocation. This investment will focus on strengthening resident influence, expanding participation opportunities, building resident capacity, and ensuring that tenants and leaseholders play a central role in service improvement and decision-making. The spending plan will be developed and implemented by September 2026.
- 149. £248,000 of this funding has been allocated to support community activities delivered by and for local communities, with the aim of improving resident wellbeing and strengthening community cohesion. The Resident Participation Fund is also being reviewed as part of a wider review of the Resident Engagement Team budget. This will ensure that future investment is aligned with the priorities and delivery of the new Resident Involvement Strategy, with revised funding arrangements to be in place by September 2026.
- 150. Southwark Council currently supports 16 Tenant Management Organisations (TMOs) and has established a robust support, assurance and governance monitoring framework to help ensure TMOs fulfil their statutory and contractual obligations under their management agreements. This includes ongoing performance monitoring, governance oversight and support arrangements designed to prevent breaches of management agreements and promote positive outcomes for tenants. The required framework was successfully implemented and the commitment was completed in March 2026.
- 151. There is a risk of resident engagement fatigue as participation demands increase, alongside the challenge of balancing differing expectations and competing priorities across a diverse range of resident groups.

152. Capacity and resource constraints may affect the Council's ability to provide effective support for the growing number of resident forums, boards and governance structures.
153. Maintaining representative and sustained resident involvement will require continued investment in engagement, training and support arrangements to ensure resident influence remains effective and meaningful.

Focus to October 2026

154. Finalise and implement the resident reward, recognition and incentive scheme for members of the Landlord Services Improvement Boards, including the agreed payment framework and supporting governance arrangements.
155. Work with Legal Services to secure approval of the payment framework and commence payments to eligible residents in a transparent, equitable and value-for-money manner.
156. Complete delivery of resident involvement investment plan to strengthen resident influence, increase participation opportunities and build resident capacity by September 2026.
157. Complete the review of the Resident Engagement Team budget and align community investment funding with the priorities and delivery requirements of the new resident involvement strategy by September 2026.

New Homes Progress

158. Delivery of the council homes programme continues across all major regeneration schemes, with most key milestones progressing in line with the Capital Delivery Programme (CDP). However, several strategic and commercial issues present ongoing risks.
 - **Ledbury Estate:** Phase 1 is progressing well, with pre-allocations complete and informal viewings underway. However, market demand remains weak despite active sales and marketing activity, creating a risk of further discounting. For Phase 2, discussions continue with the GLA regarding increased grant funding for social rent homes, alongside exploration of a development agreement with Higgins for the private sale element.
 - **Tustin Estate:** Phase 1 has achieved Practical Completion, with 99% of affected households successfully rehoused. Phase 2 contracts have been entered into and the Council confirmed the Compulsory Purchase Order (CPO) on 19 March 2026, with vesting scheduled for 8 July 2026.
 - **Abbeyfield Estate:** Resident engagement and stakeholder discussions, notably with the Bede Centre continue. Options will be presented to the Executive Member in July for a steer on the proposed whole-estate redevelopment approach. A formal decision anticipated in August/September 2026.

159. **Aylesbury Estate:** The council awaits Notting Hill Genesis (NHG) programme for delivery of Phase 2B as the period during which a Judicial Review could be submitted has passed. The council will be working to conclude their legal obligations associated with vacant possession in the coming months. Workstreams are in place considering the options for the council to take forward the delivery of the remainder of the estate considering all options for improvement and routes to market. Engagement with residents across the estate will be carried out over the summer period to understand their concerns and aspirations for the estate. The works to bring Taplow back into use is progressing, on programme, with the main contractor Greyline Group Ltd and is expected to complete Autumn next year.
160. Overall, while programme delivery remains largely on track, risks relating to sales performance at Ledbury, uncertainty regarding Abbeyfield, and the successful progression of future procurement and development agreements continue to require close management.
161. A new allocations policy has been developed and a resident consultation exercise has been conducted. Full analysis on the impact on current applicant has been carried out including equality impact assessments to ensure the new policy delivers fair and equitable outcomes prior to Executive approval. System changes to implement the new policy are underway and a full communications plan is in delivery to support current and future applicants prepare for the changes and to keep stakeholders informed.
162. 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 October 2026

163. Maintain programme delivery against the Capital Delivery Programme.
164. Secure funding, development agreements and procurement decisions required to unlock future phases.
165. Manage commercial risks arising from weak market conditions and private sales performance.
166. Continue supporting residents through rehousing and estate renewal activities while maintaining stakeholder confidence in programme delivery.

Cross-Cutting Enabling Projects

167. To further strengthen the governance and assurance model, a specialist consultancy has produced a design for 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.

168. General findings include:

- Resident engagement is insufficiently integrated, with unclear links between resident feedback structures and formal governance boards
- Culture is a core barrier, with siloed working, reactive behaviour, and limited ownership of data and reporting.
- Reporting is often treated as an administrative task rather than a tool for assurance, meaning processes are followed but not effectively used.
- Capacity constraints across governance and performance functions create single points of failure and overstretched staff.
- Process and deadlines take priority over quality, leading to rushed reports, reduced scrutiny time, and inconsistent outputs.
- Resources are not aligned to effectively service the scale and complexity of the current governance framework.
- There is a strong appetite for change, but concerns remain about culture, capability, capacity, and the pace of any transformation.

169. To construct clear governance and performance frameworks within which roles and responsibilities are easily understood, a tiered approach has been designed to apply across both frameworks. This distinguishes between strategic decision-making, oversight and control; core corporate functions; and operational decision-making and delivery.

170. Based on the feedback of residents that the new engagement structure does not clearly set out the opportunities for residents to exert influence and have their voices heard across all three spheres, the addition of a Resident Advisory Panel is being introduced to strengthen resident-led scrutiny of council's landlord services performance, acting as the Councils critical friend and influencing at a strategic level.

171. The new frameworks and Resident Advisory Panel are currently being implemented.

172. Policy framework implications

173. 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.
174. 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:
175. 'A good start in life'
176. 'A safer Southwark'
177. 'Staying well'
178. A healthy environment'
179. Community, equalities (including socio-economic) and health impacts

Community impact statement

180. 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.
181. 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

182. 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.
183. 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.

184. 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.
185. 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.
186. 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

187. 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

188. 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.

189. 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

190. 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

191. 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

192. 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.
193. 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

194. 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.
195. 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.

196. 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.
197. 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.
198. 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.
199. 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

200. 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.
201. 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.

202. 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
1	Failings identified by the Regulator of Social Housing

AUDIT TRAIL

Lead Officer	Hakeem Osinaike	
Report Author	Anna Trevena – Housing Transformation Lead David Suen – Service Development Manager	
Version	002	
Dated	3/7/26	
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		6 th July 2026

Appendix 1 – Failings identified by the Regulator of Social Housing

No.	203. Theme	204. Key Inspection Finding
F.1	Electrical condition	Over 50% of Southwark Council's homes had not had an electrical condition test for over five years.
F.2	Smoke alarms	At the time of the inspection over 50% of Southwark Council's homes were without smoke alarms.
F.3	Remedial fire safety actions	Southwark had 2,000 overdue fire safety remedial actions.
F.4	High risk fire safety actions	100 outstanding fire safety actions were categorised as high risk by the council.
F.5	Stock condition survey	Southwark Council 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.

Meeting Name:	Housing Scrutiny Commission
Date:	14 July 2026
Report title:	Housing Scrutiny Commission Work Programme 2026-2027
Ward(s) or groups affected:	N/a
Classification:	Open
Reason for lateness (if applicable):	No
From:	Head of Scrutiny

RECOMMENDATION

1. That the Housing Scrutiny Commission consider potential scrutiny topics for inclusion in the commission work programme for the 2026-27 municipal year.
2. That the commission defer agreement of the work programme until the next meeting in October 2026 for the reasons set out in paragraphs 4 to 7 of the report.

BACKGROUND INFORMATION

3. 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 executive 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 executive 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 executive in the development of its budget and policy framework by in-depth analysis of policy issues
- f) make reports and recommendations to the executive 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

KEY ISSUES FOR CONSIDERATION

- 4. The overview and scrutiny committee has overall responsibility for agreeing the annual work programme for OSC and the commissions, and will either agree the work programmes or delegate agreement of the commission work programmes to the respective commissions.
- 5. In developing the work programmes the overview and scrutiny committee has been recommended to focus on key issues where scrutiny can make a significant impact for local people, and issues aligned to the council's strategic priorities, with input from executive members and senior officers on current council priorities, along with matters suggested by councillors in general and the public on potential topics for scrutiny.
- 6. Given the new administration, change in leadership and potential revision of the council's strategic priorities, along with the significant number of new councillors who are in the process of familiarising themselves with their councillor role and local ward, it is considered too early in the administration term to gather information for the committee and commission to make informed choices on agreeing meaningful work programmes.

7. It is therefore recommended that the OSC and the commissions use the period between now and the October scrutiny meetings lead by the scrutiny chairs to undertake information gathering exercises including meetings with executive members and senior officers in order to identify a list of potential topics for prioritisation and agreement by overview and scrutiny committee and the commissions.
8. The commission has within its remit the executive portfolio elements listed below:

Council Homes (Councillor Reginald Popoola)

Portfolio

- **becoming a better landlord** – 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
- **housing maintenance** – including repairs and major works, heat networks, communal repairs, gas and electrical safety and refurbishment of empty council homes
- **empty council homes** – ensuring quick turnaround of voids and bringing more council homes into use
- **fire safety** – ensuring council homes meet fire safety standards and leading our 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
- **garages** - on estates and owned by the council
- **Tenant and Leaseholder involvement** – working close with the Deputy Executive Member for Tenant and Leaseholder Services, including services and advice for council tenants, leaseholders and freeholders and support for tenants and residents associations and tenant management organisations, including Getting Involved Grants

Public Works and New Homes (Councillor Alexandra Austin)

Portfolio

- **new council homes** – the council's work to build thousands of new council homes; including new council homes for older people; net-zero homes
- **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
- **empty homes and short-term lets** – tackling empty homes across the private rented sector

Tenant and Leaseholder Services (Councillor George Grime)

Portfolio

- focusing on improving Southwark Housing's performance in those day-to-day areas that matter most to tenants and leaseholders including the responsive repairs service, maintenance and care of estates and communal areas of blocks of flats, speedy letting of empty properties, and developing an effective planned maintenance service.
5. 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
Council Constitution • Section 3.3 – Executive Portfolios • Section 9 - Overview and Scrutiny Procedure Rules	Southwark Council Website	Everton Roberts 020 7525 7221
Link: Council Constitution		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Scrutiny		
Report Author	Everton Roberts, Head of Scrutiny		
Version	Final		
Dated	6 July 2026		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER			
Officer Title		Comments Sought	Comments Included
Director of Law and Governance		No	No
Strategic Director of Resources		No	No
Executive Member		No	No
Date final report sent to Scrutiny Team			6 July 2026

HOUSING SCRUTINY COMMISSION

MUNICIPAL YEAR 26/27

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Councillor Hellen Benavides (Chair)		Shehu, Sarauniya – Executive Office	
Electronic copy		Tim Wright – Green Group Office	
Councillor Pascale Mitchell (Vice-Chair)		Arthur Holmes – Labour Group Office	
Councillor Andy Bates		Oliver Bradfield – Liberal Democrat	
Councillor Stephanie Cryan		Group Office	
Councillor Felix Hamer		Everton Roberts – Head of Scrutiny	10
Councillor Leigh Richman		Adam Wood – Scrutiny (Spares)	
Councillor Janice White			
Co-opted Members			
Andrew Eke (Tenants Forum)			
Ina Negoita (Homeowners Forum)			
Brendan O'Brien (Southwark Tenant Management			
Organisation Committee – STMOC)			
RESERVES			
Councillor Mohamed Deen		Dated: 06 July 2026	
Councillor Callum Fowler			
Councillor Tori Griffiths			
Councillor Sean Hannigan			
Councillor Andy Higson			
Councillor Rachael Penny			
Councillor Lina Usma			