

Southwark Housing Annual Report 2025



WORKING TO BE A
GOOD LANDLORD

Southwark
Council

Welcome

to Southwark’s Housing Annual Report, an overview of our performance as your landlord over the past year.

This report informs you about how your rent and service charges are being spent, how we’re performing, and what’s being done to improve your home and services.

We know we get things wrong and that we do not have enough funds to bring all our homes up to the standard you deserve, but we can and will do better.

We have been listening to you on how we can be a better landlord. We’ve heard you want to see improvements in our repairs service, to make it easier to contact us, to tackle antisocial behaviour and crime on our estates and to focus on improving the safety of your homes.

To do this we are investing £250 million to begin to bring our homes up to standard. As the largest social landlord to more than 55,000 homes in Southwark, we recognise this won’t be enough to fix everything. That’s why we’ll keep pushing the government to give councils like ours the funding we need for real, long-term change for Southwark to be a good landlord.

Each year, we’ll send each of you an annual report like this one, so we can show how we are performing against the commitments we’ve made to you.

Thank you for your time. I hope you find this useful and work with us over the coming years to improve the homes we provide.

Cllr Sarah King
Leader of Southwark Council



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Southwark Council is the largest council landlord in London



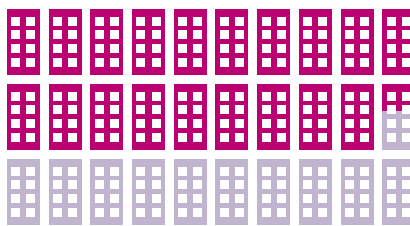
37,000

council homes rented by council tenants



18,000

homes occupied by leaseholders, freeholders or residents in shared ownership schemes



194

tower blocks (more than any other social landlord in England)



1 in 3 Southwark residents live in a home that we manage



25% of homes in the borough are council-owned compared to 10% across the capital



60% of the homes are at least 50 years old, and more than 8,000 were built before 1940



17

Tenant Management Organisations manage more than 4,000 homes on behalf of the council



More than 3,000

council homes are built or are under construction (since 2013/14) – more than anywhere else in England



More than 20,000

households are on the housing waiting list, including 4,000 in temporary accommodation

How our tenants think we're doing as a landlord

Tenant Satisfaction Measures

The Regulator of Social Housing has introduced a new set of indicators to measure the performance of all social housing landlords. The indicators are known as the Tenant Satisfaction Measures (TSMs)

In autumn last year, Southwark tenants took part in an independent annual survey to see how satisfied they are with the services we provide.

The survey began in September 2024 and 2,372 responses were received. We've also shared these results with the Regulator of Social Housing, so they can see how we're performing and what tenants really think about the services we provide.

Overall, tenant satisfaction went up by around two percent compared to the previous year. We know that's not real progress. It doesn't reflect the kind of change you expect, and it's not good enough.

These results make it clear we need to do much more, and we're using them to focus on the areas you've told us aren't working.

TSM	2023 to 2024	2024 to 2025
Overall satisfaction	56%	58.2%
Satisfaction with repairs	63%	65.2%
Satisfaction with time taken to complete most recent repair	59.9%	64.1%
Satisfaction that the home is well maintained	57%	61.5%
Satisfaction that the home is safe	64%	68.2%
Satisfaction that the landlord listens to tenant views and acts upon them	46%	50.6%
Satisfaction that the landlord keeps tenants informed about things that matter to them	62%	66.7%
Agreement that the landlord treats tenants fairly and with respect	63%	66.7%
Satisfaction with the landlord's approach to handling complaints	27%	29.6%
Satisfaction that the landlord keeps communal areas clean and well maintained	65%	64.6%
Satisfaction that the landlord makes a positive contribution to neighbourhoods	62%	64.1%
Satisfaction with the landlord's approach to handling antisocial behaviour	53%	57.4%

What our data shows about how we're doing

Management Information Measures

Management Information (MI) measures are part of the TSMs.

Our MI measures are based on information we've gathered from our day-to-day records, including feedback from residents, service requests, and responses to surveys. These are the performance measures we work to.

For example, this year 22.85% of our homes did not meet the Decent Homes Standard. That's slightly lower than last year (23.8%), and it shows just how far we still have to go to get homes up to the standard you rightly expect.

By using both your feedback in the TSMs and our performance data, we can get a whole picture of what needs to improve and take more focused action where we're falling behind.

Our TSMs and MI measures are available on our website at: www.southwark.gov.uk/housing/how-our-tenants-think-we-re-doing-landlord

MI Measure	2023 to 2024	2024 to 2025
Homes that do not meet the Decent Homes Standard	23.8%	22.85%
Non-emergency repairs completed within target timescale	80.1%	79.99%
Emergency repairs completed within target timescale	94.3%	92.17%
Gas safety checks	99.5%	99.87%
Fire safety checks	99.9%	99.9%
Asbestos safety checks	100%	100%
Water safety checks	96.30%	98.99%
Lift safety checks	100%	96.97%
Stage 1 complaints per 1,000 homes	155	150.89
Stage 2 complaints per 1,000 homes	23	28.58
Stage 1 complaints responded to within 10 working days	66%	27.06%
Stage 2 complaints responded to within 20 working days	20.1%	23.06%
Antisocial behaviour cases relative to the size of the landlord (number of cases per 1,000 properties)	47.7	51.71
Antisocial behaviour cases that involve hate incidents, relative to the size of the landlord (number of cases with hate incidents per 1,000 properties)	0.6	0.92

Taking action to improve



Our first inspection

In summer 2024, we had our first inspection by the Regulator of Social Housing, the organisation that oversees council housing in England.

By November 2024, the regulator gave us a C3 grading, which means significant improvement is needed.

The regulator found serious failings in how we are meeting the standards expected of social landlords and highlighted several concerns in the following areas:

- Electrical and fire safety
- Stock condition data
- Homes failing the Decent Homes Standard
- Repairs and maintenance
- Housing allocations
- Tenant involvement in decisions
- Engagement with Tenant Management Organisations (TMOs)
- Complaints handling

Following this judgement, we wrote to every council household to apologise for these failings and explain the steps we're taking to put things right.

We are meeting regularly with the regulator to keep them updated on the progress we're making.

These inspections will happen every four years, and we are fully committed to learning from our first inspection and delivering the improvements that are needed.

In addition to enhancing our services, we're leading a national campaign with more than 100 councils to save council housing, calling for action to bring council housing budgets back from the brink and enable councils to deliver new and better homes.

Learn more at www.southwark.gov.uk/securing-future-englands-council



WORKING TO BE A GOOD LANDLORD



The Good Landlord Plan

In response to the regulator and the issues raised by our tenants, we're taking action to become the landlord you deserve.

We created the Good Landlord Plan, our commitment and clear action plan to deliver on what matters most to our residents – better homes, better estates, better repairs, better customer service, a stronger voice for residents, and new council homes.

At the heart of the Good Landlord Plan are our tenants and leaseholders, whose needs and feedback guide our journey toward better housing services.

We want to go beyond compliance and minimum standards to deliver a service that is reliable, respectful and responsive. This means improving the basics, like getting repairs right first time, tackling damp and mould, and keeping homes safe, but also listening better, acting on feedback, and treating residents as partners in how their homes and neighbourhoods are managed.



Better homes.

Safe and warm homes, free from damp and mould



Better estates.

Clean, safe and well-looked after places



Better repairs.

Repairs are done quickly and done right first time



A stronger voice for residents.

You have a real say about the services you receive and what happens in your local area



Better customer services.

We're easy to contact and you can speak to a human when things go wrong



New council homes.

Building more council homes so people can stay in the borough

Find out more about the Good Landlord Plan at www.southwark.gov.uk/goodlandlordplan

Where your money goes



We keep a separate financial account that can only be used on council housing and related services. This is known as the Housing Revenue Account (HRA)

For the 2024–25 financial year, our HRA budget is £345 million. The majority of this income comes from rent and service charges paid by tenants and leaseholders.

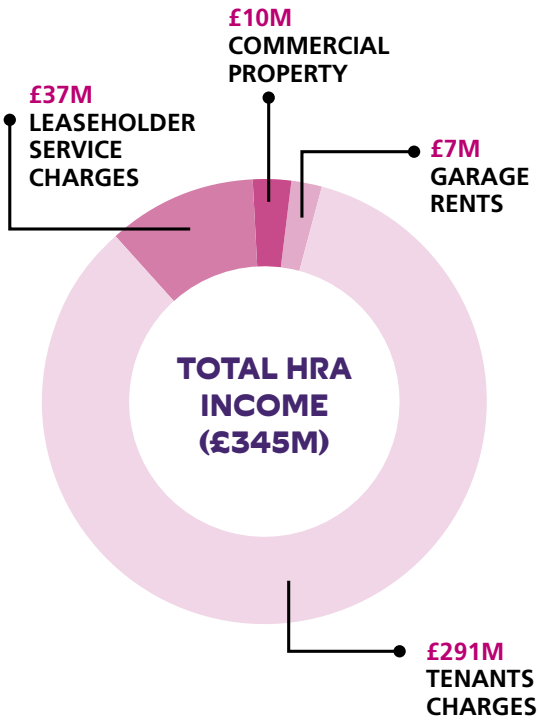
We spend £345million a year from the HRA (our expenditure) on a wide range of essential services. Most of the money covers paying for staff that support tenants and leaseholders and day-to-day repairs and maintenance, ensuring homes are safe and well-maintained. Ongoing maintenance includes boiler replacements, water safety work, roof repairs and returning empty properties to a liveable condition so they can be rented out to families that need them.

Investing in your homes

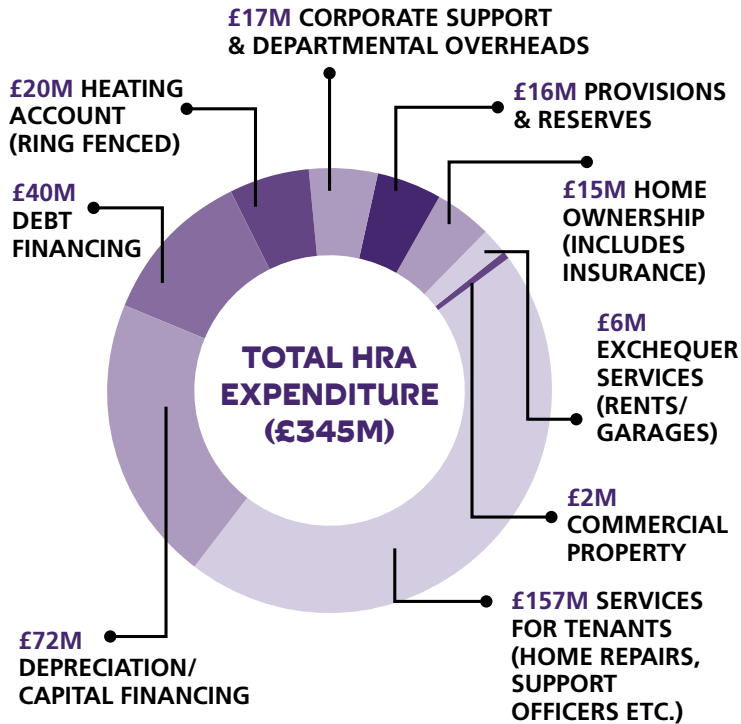
Over the next three years, we're investing £250 million to deliver on our Good Landlord Plan, making sure every council home is well maintained, safe, and meets modern green and decent standards. This is one of our biggest-ever investments, supporting thousands of homes across the borough.



Where our money comes from



How your money is spent



Keeping your home safe

We want to make sure your home is safe for you, your family, and your neighbours. That's why we do regular safety checks and are investing in more ways to keep your homes safe.

What we've done so far:

 **6,300** homes checked for electrical safety

 **5,000** homes checked for fire safety

 **2,850** smoke alarms installed

 We have started delivery of a **major stock condition survey** to assess the quality of all our housing stock

 Increased the number of homes meeting the Decent Homes Standard (DHS) from **69% to 77%**



Better homes.

The changes we're making

- Investing £30m on electrical safety work, including the installation/renewal of smoke alarms, in around 20,000 homes.
- Earmarked around £15m for fire safety-related works, including our door programme and fire task actions.
- Allocated more than £25m across the next two financial years for a tranche of Planned Maintenance schemes, including Consort Estate, Crane House, Surrey Square, Pope House and Chilton Grove, addressing fire safety concerns, structural work, as well as decent homes improvements.
- Starting a lift replacement programme (c.£15m across the next two years), and our next phase of heat networks investment (c.£25m across the next two years).

FIRE DOORS SAVE LIVES

Fire doors, like the one at the entrance to your home, are extremely important and are part of a building's safety plan.

Fire doors help control fires and smoke, which is crucial for your safety because they allow people to stay safe inside their flats or leave the building safely as instructed. They also help the fire brigade to do their job. When they are not being used, your front door and all fire doors must be closed. This helps protect the paths you would use to escape from fire and smoke.

Your front door must have a device that makes it close by itself. These devices are important for safety. There are different types of these devices, depending on how tall the building is. You should never tamper with these devices and you should never prop open a fire door.



Example of an external self-closing device



Example of an internal self-closing device

YOUR FIRE DOOR MAY BE FAULTY OR DAMAGED IF:

- The self-closing device stops working and does not close the door into the frame unless pushed or pulled
- The hinges are loose or there are screws missing
- The lock is broken and stops the door closing without being pushed or pulled

Report any fault or damage to a fire door as soon as possible.

Call 0800 952 4444 or 0207 525 2600, or email repairs@southwark.gov.uk

Cleaner and safer estates

We are working to make all our estates welcoming and safe. Tackling antisocial behaviour (ASB) remains a key focus, and we are committed to supporting residents in creating cleaner, more respectful communities.

208

monthly estate inspections with residents to uphold cleanliness and safety standards

Completed

27,720

tenant visits since 2022 to understand and respond to individual needs

Managed

1,821

ASB cases through joint working with police and social services



Fund resident-led groups that improve quality of life in our communities



Better estates.

The changes we're making

- Increasing joint patrols on estates with police and teams who can give support to people who misuse drugs and alcohol.
- Taking a new approach to dealing with tough antisocial behaviour cases, bringing together police and specialist council officers.
- Reviewing our estate inspection process, so inspections are more thorough and you get the estates you deserve.
- Starting new surgeries on your estates where you can meet people face-to-face and find the services you need.

Reporting ASB and other nuisance issues



We can help tackle:

- Loud music and persistent noise
- Vandalism and property damage
- Threatening or intimidating behaviour
- Street drinking and disorderly conduct

If you are affected by antisocial behaviour in or around your home **call us on 020 7525 5777 or scan the QR code below to report it to us online.**

If you think a crime has been committed, always call 999 in an emergency. If it's not an emergency, call 101 or report crime anonymously on the Crimestoppers website or by calling 0800 555 111.



Taking action on ASB at Aylesbury Estate

In May 2025, we secured a Closure Order from Croydon Magistrates' Court in response to ongoing serious crime and antisocial behaviour, including squatting. The order covers five blocks on the estate, affecting more than 600 homes.

We led a large-scale multi-agency operation to tackle the problem, which included:

- Over 400 flats searched, cleared, and secured
- 11 illegal squats closed
- 3 legal enforcement actions, including 1 arrest and 2 Community Protection Warnings
- 4 families supported and re-housed into safe accommodation
- 15+ safeguarding and support referrals made for people in need

This was a joint effort involving the police and 24 other organisations, including Southwark Housing Navigators, London Fire Brigade, British Red Cross and St Mungo's.

Thanks to this partnership work, we're continuing to take action to keep the estate safer for residents.

Looking after your home

We know from speaking to tenants that you want faster, more effective repairs, especially for issues like damp and mould. Here is what we are doing to keep your homes decent and well-maintained.

What we've done so far:

 **120,000** repairs completed

55+ 'Repairs Action Days'



95.57% of responsive repairs were completed right first time, with **98.84%** tenant satisfaction



99% of estates had their monthly inspection and were rated **7 out of 10 or better**

Repairs Action Days

We run regular Repairs Action Days at estates across Southwark to help tackle issues in your council homes quickly and directly.

On these days, our repairs team, including damp and mould specialists, visit estates to speak with you, carry out repairs on the spot, and offer advice or support.

It's a great opportunity to raise any concerns, ask questions, or get small jobs sorted there and then – no appointment needed.

Our dedicated Damp and Mould Team, along with a Communal Repairs and Technical Officer, address building issues, including communal windows, doors, and more extensive repairs.

To see the Repairs Actions Day schedule, visit our website at: www.southwark.gov.uk/housing/repairs/repairs-action-days-estates

Date	Estate
15 September 12pm – 5pm	Brenchley Gardens Estate
24 September 11am – 5pm	Hawkstone Estate, Silverlock Estate
22 October 10am – 5pm	Denmark Hill Estate
October	Cossal Estate, Friern Estate, Norcroft Estate
19 & 20 November 10am – 5pm	Rockingham Estate



Repairs Action Day at Tustin Estate



Better repairs.

The changes we're making

- New easier online booking with time slots and improved teamwork to fix more problems on the first visit
- Introducing specialist teams to tackle damp, mould, and leaks
- Water safety work (tank replacement programme) and asbestos compliance
- Communal and roofing capital repairs
- Repairs and renewals to lateral mains and emergency lighting installations
- Extending the SELCHP heat network to the Tustin Estate
- Returning empty properties to use
- Adaptations for vulnerable residents
- Our repairs team and Resident Services Officers working closer together (from the same buildings) so we can make sure our services are working together for you

We're checking every council home

From September 2025, we will start a big housing survey to check the condition of all 37,000 council homes, communal areas and estates, and some leaseholder homes.

This will be the biggest survey of its kind in the UK and is part of our work to become a good landlord.

The survey aims to provide updated information on the condition of various building elements (roofs, windows, heating systems, etc.).

This will help us:

- See which homes need work
- Plan repairs and upgrades
- Make sure we spend money where it's needed most

Our partner Property Tectonics will write to you ahead of the survey of your home.

It's really important that you respond to the letters so they can arrange access to your home and carry out this vital survey.

We will use what we learn in this survey to make a five-year management plan with residents to carefully prioritise work across our council homes and estates.

Listening and responding to you

We take complaints seriously and use your feedback to shape better outcomes and more responsive support.

 80%

of calls answered within 5 minutes, providing a prompt response for residents needing urgent advice or support

 79%

of contacts by letter, email, webform and message were responded to within 10 working days (over the most recent three-month period)



Established new dedicated Housing Complaints Team ensuring responses are compliant with the Housing Ombudsman Complaints Handling Code.

Total Stage 1 complaints:
7,863

27%
of Stage 1 complaints answered within 10 working days

Types of complaints:

- X Poor communication
- X Failure to meet policy/procedure timelines
- X Lack of regular updates/follow up
- X Delay in delivering services



Better customer services.

The changes we're making

- Staff training to strengthen accountability
- New service model for quicker, more personalised responses
- Improving the quality of customer service, based on what you tell us in surveys
- Responding more quickly when you get in touch, so you're not left waiting for answers
- Making it easier for you to get help, whether you contact us online, by phone or in person
- Reducing the time it takes to resolve complaints and making sure residents are satisfied with how issues are handled
- Improved reporting to reduce overdue complaints
- Exploring digital and AI tools to streamline complaints handling

Southwark Council contact centre is open Monday to Friday 9am - 5pm

Call **0207 525 5000** for general enquiries or to report a repair in your home. The average wait time for a call to be answered is 2 minutes 20 seconds. Or report issues via our website at **www.southwark.gov.uk**. You can also call the number to reach our out of hours service if there is an emergency, e.g. a flood, or to report anti-social behaviour. **Remember, if you are in danger or there is an immediate threat to life you should always call 999.**

In-person advice and support

The service is located at:
122 Peckham Hill Street, SE15 5JR

Scan the QR code to book a face-to-face appointment



Homeowner teams

(building insurance, conveyancing, tenants looking to buy a property, gas servicing, disputes, making alternations, service charges):
www.southwark.gov.uk/housing/homeowners/contact-homeowner-teams

Repairs

Call **0207 525 5000** or report a repair online at **www.southwark.gov.uk/housing/repairs/report-repair**

We have a range of support services available for residents who are struggling with council tax, rent, or other household bills. Visit our website at **www.southwark.gov.uk/benefits-and-support/cost-living**

If you need independent advice or support, the organisations below may be able to help.

Southwark Law Centre

Provides specialist legal advice, casework and representation for people who cannot afford to pay.
Visit **www.southwarklawcentre.org.uk**

Citizens Advice Southwark

Free, confidential, independent and impartial advice to help you resolve problems with money, housing, employment, legal issues, and more.
Call **080 8278 7849** or email **Advice@CitizensAdviceSouthwark.org.uk**

Stay in the know with Southwark housing monthly e-newsletters, just for tenants and leaseholders.



www.southwark.gov.uk/southwark-homes-news

Managing and supporting our homeowners

With a homeowner base of 16,000 properties, our role involves ongoing engagement, administration, and support for leaseholders, freeholders and people in shared ownership homes.

Here we highlight key areas of operational activity over the past year.

Number of Welcome Letters Issued To new homeowners following right to buy, or open market sales	472
Number of New Accounts Opened Formal changes of ownership, either following a right to buy or shared ownership sale, or the sale of a freehold where estate charges are still incurred	98
Number of Applications for Permission to Alter	364
Number of Lease Extensions Completed	117

As your landlord, we have a legal duty to collect service charges and ensure the services we provide are as outlined in your lease. If a disagreement arises between us and you, the homeowner, the matter may be referred to the First-tier Tribunal or the court.

Number of First Tier Tribunal Hearings Disputes involving service charges (initiated by leaseholders), lease extensions, freehold enfranchisement, and management issues	5
Number of Court Hearings Disputes involving breaches of lease covenants, including those related to service charges, and all freehold service charges	47

Landlords serve notices to leaseholders in specific circumstances. For example, when major works are proposed, or when costs have been incurred that may not be billed immediately, or where a leaseholder has breached the terms of the lease.

We include freeholders in the service of some of these notices to ensure that they are kept up to date with proposals that may lead to a service charge.

Number of Section 20B Notices Issued Informs leaseholders of service charge costs incurred by the landlord within the past 18 months (not a demand for payment)	22,529
Number of Section 20 Statutory Consultation Notices Issued A formal notification that a landlord must provide to leaseholders before undertaking major works or entering into a long-term agreement that will affect service charges	3,118
Number of Section 146 Notices Served A formal warning from a landlord to a lease-holder (tenant) about a breach of the lease agreement	81



The changes we’re making

- We will have a Leaseholder Improvement Board to help to increase the accountable structures that give leaseholders the opportunity to hold the council as a landlord to account for the standard and quality of all landlord services. Together with a sub-group on Service Charge Construction, Loans, Building Insurance, customer services and Planned Maintenance.
- We will trial ward-based surgeries for leaseholders where they can discuss any issue relating to their ownership.



Major works

We carry out major works to maintain and improve housing in the borough and ensure homes are safe. These are paid for partly through tenants’ rents, and partly by homeowners. Homeowners are usually charged on a separate invoice to the annual, day-to-day service charges.

The upcoming projects below are going ahead this year and next.



Your rights

As a homeowner, you have the right to make an appointment to view the books and records on which the service charge is based. We can also provide an itemised breakdown of each head of charge on request.

For major works schemes we provide a breakdown of the costs with the Section 20 notice, and will provide the relevant sections of the priced specification on request. You can also see the full priced specification, which includes details of all blocks within the scheme.

Project	Estimated Start Date
Pope House	Nov 2025
Priory Court QHIP	Jan 2026
Wyndham & Comber Low Rise QHIP	Jan 2026
Surrey Square Windows	Jan 2026
Chilton Grove	Jan 2026
Crane House QHIP	Feb 2026

Your voice makes a difference

We know that your involvement helps us to improve the services and the homes we provide, and build stronger and more supportive communities. We are committed to engage as widely as possible with all our tenants and leaseholders to achieve these goals.

-  Established a tenant-led **Repairs Improvement Board**
-  Consulted on a new **allocations policy** with over **600 responses**
-  **£150k** provided to **TRAs** and **community groups**
-  Increased the number of **TRAs** from **58 in 2022** to **124 in 2025**
-  Appointed an independent advisor to support the **Resident Engagement Strategy** consultation
-  Supported **56 community organisations** to host themed cultural events to **promote inclusivity and diversity**



A stronger voice for residents.

The changes we're making

- Increase the voice of tenants and leaseholders in all of our services. We will make sure we do more to listen to your views and act on them. This will include a new Housing Management Board to oversee the Good Landlord Plan so your voice is heard at the top table.
- Deliver a new resident engagement strategy, currently being redrafted following consultation with residents.
- Allocated £1.3 million towards grassroots resident engagement and involvement in the design and delivery of high standard landlord services.



James, Southwark tenant

A word with James

James has lived in Southwark for 15 years. He is currently a council tenant living in a council home with his family.

James said: "I've been involved in contributing to the Good Landlord plan and I'm absolutely pleased with it. As an accountant we always have auditors and I think it's important for any organisation to be monitored and held to account. I think the aims and goals of the plan are absolutely correct and things are moving in the right direction."

Here are some of the ways you can get involved and have your say to improve housing services.

Tenant and Resident Association (TRA)

TRAs meet regularly and talk to the council about issues like repairs, grounds maintenance, cleaning and antisocial behaviour.

Tenant Management Organisation (TMO)

TMOs are set up by local people to manage their homes and neighbourhoods.

Housing Residents Online Panel

Choose what to get involved in and give as much or as little time as you want.

Annual tenant and homeowner conferences

These conferences are organised by tenants and homeowners who live in Southwark Council-managed properties.

Local Housing Forums

Talk to council officers and councillors about housing.

For more information, visit our website at: southwark.gov.uk/housing/get-involved or email resident.participation@southwark.gov.uk

Delivering homes that matter

We are proud that no other council has built as many new council homes as Southwark over the past decade. But also we know it is not anywhere near enough to meet the demands of our community.

£16.9m

secured to accelerate delivery on the Tustin Estate

70

shared ownership homes sold, generating £9.2m in receipts

100+

new homes have been delivered for older residents



The changes we're making

- Complete the development at Cator Street Phase 2 that will deliver 50 new extra care homes alongside new community facilities that will be linked to the first phase, Tayo Situ House
- Establish an approach for specific needs including residents with disabilities and older people
- Fully implement a new allocations scheme
- Local lettings plans for allocating new build homes



Miss Lopez and son with Cllr Dennis, Cabinet Member for New Homes

Miss Lopez moved into one of our new homes on Salisbury Estate with her disabled son, where we have recently built 26 brand new council homes.

Miss Lopez said: "I'm really pleased with my new home. My favourite thing is the space, it's made such a difference to us and to our lives.

"We were living in temporary accommodation for years before we moved here so this has a world of difference to us.

All my stress has gone, we feel relaxed, my son is doing better and we are very happy here."

Why we're building

We're the largest local authority landlord in London and have been affected badly by the housing crisis.

We have:

- lost a significant number of our council homes through the Right to Buy scheme
- more than 20,000 households on our housing waiting lists
- more than 4,000 households living in temporary accommodation

One of the main reasons for homelessness is a lack of affordable homes.

We have a moral duty to explore all options available to us to build as many new council homes as we can.

Who the homes are for

Up to 50% of our new council homes are offered to local tenants in housing need who already live locally. This means they can stay close to friends, family and the services they already use.

The remaining homes are allocated to others on our wider housing waiting list.

Some of our developments will include homes for private sale and shared ownership.

We always consider the wider impact of any new development.

Working with residents

We've been working with residents to shape our plans for building new homes, including possible new housing sites, designing the look and feel of new homes and local amenities, planning and delivery.

We also work closely with local Tenants and Residents Associations on developments and hold drop-in events for residents.

If we decide to go ahead with a new development we'll submit a planning application. You can raise objections or comment on the proposal when it goes to the planning team.



At a glance: Good Landlord Plan commitments for 2025-2026



Better homes	Delivery date
Complete all outstanding electrical checks and resulting repairs to homes and communal areas	March 2026
Check the smoke alarms in all our properties and install new smoke alarms where required	March 2026
Carry out stock condition surveys on 20% of our properties to make sure we can prioritise major works and improvements	March 2026



Better estates	
Introduce estate surgeries to improve our visibility and ensure all residents have access to our services	October 2025



Better repairs	
Implement Awaab's Law so if you have damp and mould in your home you will get a better and quicker response	October 2025
Introduce an improved self-service option so you can report a repair online	December 2025
Increase the number of our workers who can carry out more than one trade, so you need fewer repairs visits to your home	December 2026



Better customer service	
Redesign our complaints process to improve response times	October 2025



A stronger voice for residents	
Publish our new resident engagement strategy, produced with us and residents	December 2025



Housing Management Board up and running	January 2026
New council homes	
Implement our new allocations policy	2026