

HOUSING ANNUAL REPORT

2024/25



	Page
Forward	3
Introduction	4
Meet Your Housing Service Teams	5
Our Progress	6
Our Housing	7
Making your home safe	8
How residents got involved	9
How we supported our residents	10
What we spent our money on	11
Our Journey to Improving Resident Services	12
Get in touch	19



Cllr Siana Ahmed, Cabinet Member for Housing and Homelessness

I am honoured to serve as your Cabinet Member for Housing and Homelessness. Ensuring our residents have access to safe, secure, and high-quality homes is a responsibility I take very seriously, as it forms the foundation of our community’s wellbeing.

Unfortunately, homelessness remains a significant challenge across London, and as a council, we are committed to provide quality housing solutions including temporary accommodation while responding proactively to the evolving needs of our customers and the wider community. Our communities are and always remain at the heart of everything we do.

I am especially pleased that this year’s report has been co-produced with our tenants and leaseholders. Their insights have helped us share more information about the teams behind our services and the breadth of support we offer. This collaboration has strengthened how we engage with and support local people.

Thank you for working alongside us. We are on a shared journey to enhance and maintain these vital services, and your involvement has been invaluable; I look forward to building on this progress together in the years ahead.

“We are committed to provide quality housing solutions including temporary accommodation”

“This year’s report has been co-produced with our tenants and leaseholders”

Introduction by Bob Granville



Bob Granville, Interim Operational Director of Housing

It is a privilege to step into the role of Interim Operational Director of Housing at London Borough of Redbridge. This position brings with it a deep sense of responsibility and commitment, as I work alongside our dedicated teams to enhance the quality of housing and services for all our residents. My main objective is to ensure that every individual residing in council-managed homes or temporary accommodation experiences a safe, secure, and supportive environment. In collaboration with our committed teams, I will strive to advance the standard of our service provision and foster resilient, inclusive communities throughout our borough.

I am committed to engaging directly with as many residents as possible. I look forward to hearing your stories, understanding your concerns, and learning more about the day-to-day realities of being a tenant in Redbridge. Your experiences and insights will be invaluable as we continue to shape and improve our services together.

Together with our passionate staff and the input of our tenants and leaseholders, I look forward to working in partnership with you to ensure Redbridge remains a place where everyone can feel proud to call home.

This position brings with it a deep sense of responsibility and commitment

I am committed to engaging directly with as many residents as possible

Meet Your Housing Service Teams

You are supported by a dedicated network of teams, each working to ensure you receive the right service. Here's a snapshot of the key teams and what they do:

Housing Management

- Housing Officers: Your main point of contact for tenancy matters, from undertaking tenancy audits to responding to anti-social behaviour (ASB), looking after your neighbourhoods.
- Environmental Services: Responsible for the gardening and caretaking of all our estates.
- Resident Engagement: Ensures your voice is heard in shaping policies, improving services, maintaining compliance with the regulator of social housing and that you have every opportunity to be involved.
- Customer Service: The first point of contact for general queries from tenants and leaseholders, directing your concerns to the appropriate team.

Asset Management

- Building Safety and Compliance: Keeps residents safe by ensuring properties meet building safety standards and managing risks like asbestos, gas, and electrical systems.
- Repairs Operations: Handles general repair requests and maintenance work.
- Capital Investment: Upgrades your homes with projects like window replacements, new roofing, rewiring, and improving energy efficiency.
- Stock Data Team: Conducts property surveys to identify where improvements are needed.

Housing Solutions

- Housing Solutions Team: Works to prevent homelessness and assess statutory homelessness cases.
- Temporary Accommodation: Provides and manages interim housing, including running the council's Housing Register.
- Rough Sleeping Lead: Coordinates services for people experiencing rough sleeping, working with partners and hostels as part of the Rough Sleeping Pathway.
- Reviews and Service Improvement: Handles statutory reviews and appeals for housing decisions.

Together, these teams are committed to delivering high-quality housing services to residents across the borough.

Our Progress: Delivering on the Housing Strategy

We are proud to share the progress we've made towards Housing Strategy, highlighting the steps we have taken to deliver more homes, support residents' needs, and enhance the quality of life across the borough.



Objective 1: Increasing the Supply of Housing

- We built 170 new homes
- We have a new Empty Property Strategy

Objective 2: Housing Needs and Homelessness

- We have secured additional funding for more sustainable Temporary Accommodation for residents of the borough
- We have consulted with residents in Temporary Accommodation on a new Allocations Policy which will be launching in Sept 2025

Objective 3: Improving the Quality of Homes

- We have initiated a new Private Rental Sector Licensing Scheme and acted against poor landlords
- We have invested a total £24.4 million in maintaining our council homes

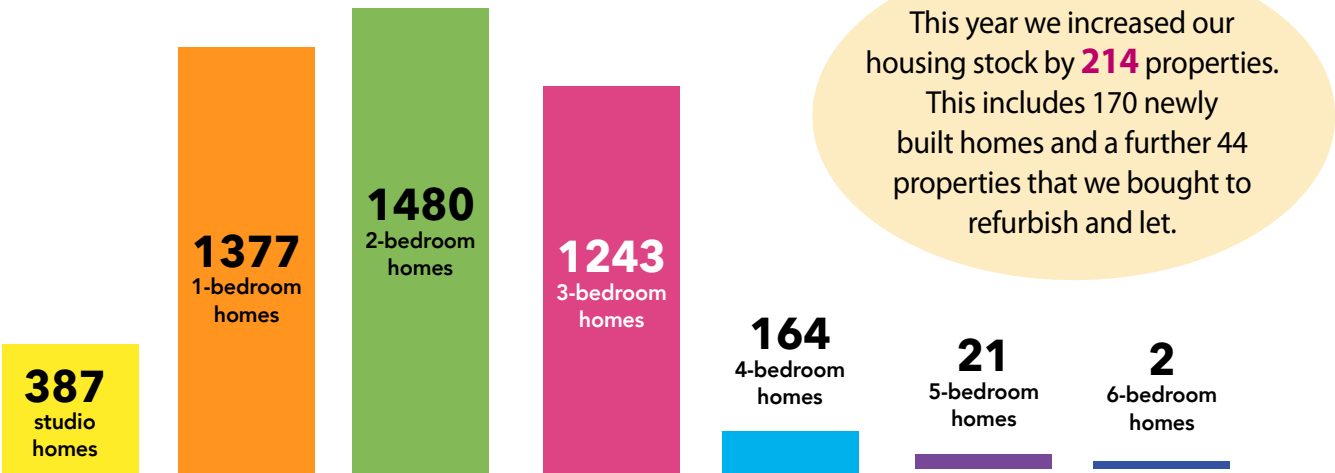
Objective 4: Putting Residents First

- We set up a Resident Influence and Scrutiny Panel to ensure that residents voices are heard by senior leadership
- We have allocated each household in Temporary Accommodation a dedicated officer to engage with throughout their journey.

Our Housing

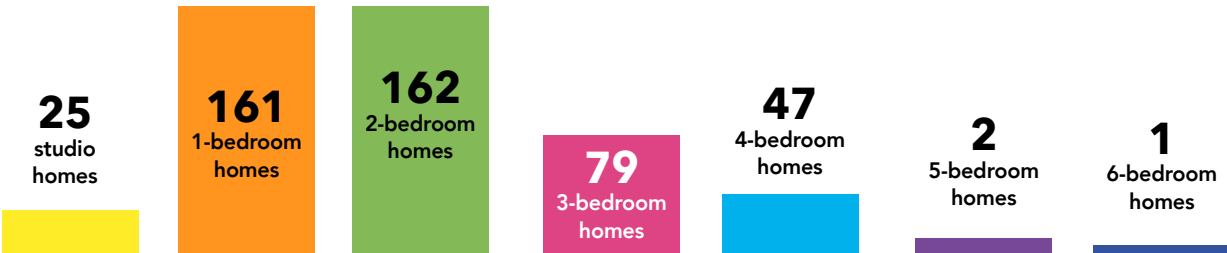
As of March 2025, the total number of homes available for social housing is **4674**

We have:



We also have **2515** leaseholders.

We were able to rehome **477** families and individuals this year. These households were either in temporary accommodation, overcrowded or homeless and have moved into the following:



"I'm not suffering anymore to go upstairs. We've got room, my daughter's got her own room. I've got a lift. Everything's on one level. I don't know what to say. I just want to say to them a very, very, very big thank you."

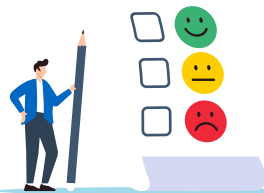
from a new resident
at Suffolk Court

We have a further **7,992** applicants on the housing register waiting to be placed into a suitable home.



We have asked our tenants when taking everything in to account how satisfied are they with our housing service.

In 2024-25 **65.8%** of residents told us they were satisfied with the service.



Making your home safe

We invested **£15.5 million** into council homes.
This is more than double the investment made in 2023/24.



Approximately **£2.5 million** was invested in building safety and compliance. This includes:



Home Safety

Resident safety remains our number one priority.

To keep your home—and everyone in it—safe, we need access to carry out important checks like gas, electrical, fire, asbestos, water, and lift safety.

Letting us into your home means we can spot any issues early and fix them before they become problems. By working together, we help protect not just your household, but your neighbours and the wider community too.

If you get a letter asking for access, please help us by letting our team in. Your cooperation really does make a difference. Thank you!

Aids and Adaptations

We invested **£1.2 million** to adapt our housing for residents with mobility or additional needs, completing **64** major adaptations (like wet rooms, lifts, stairlifts, ramps, and extensions) and **64** minor adaptations such as grab rails, key safes, and handrails to promote independent living.

Repairs

A total of **11,260** repairs were raised with Mears who successfully completed 10,426.

We launched an online repairs portal with Mears in January 2025. Residents can now report issues, upload photos, and track repair status at their convenience. This helps Mears assess problems before dispatching an engineer.

How residents got involved

We engaged with over **500** residents at **35** events. These include:



Residents told us they wanted:



How we supported our residents

In 2024/25, **£674,934.56** from the Household Support Fund was used to help residents with essentials such as food, energy, heating, and housing costs.

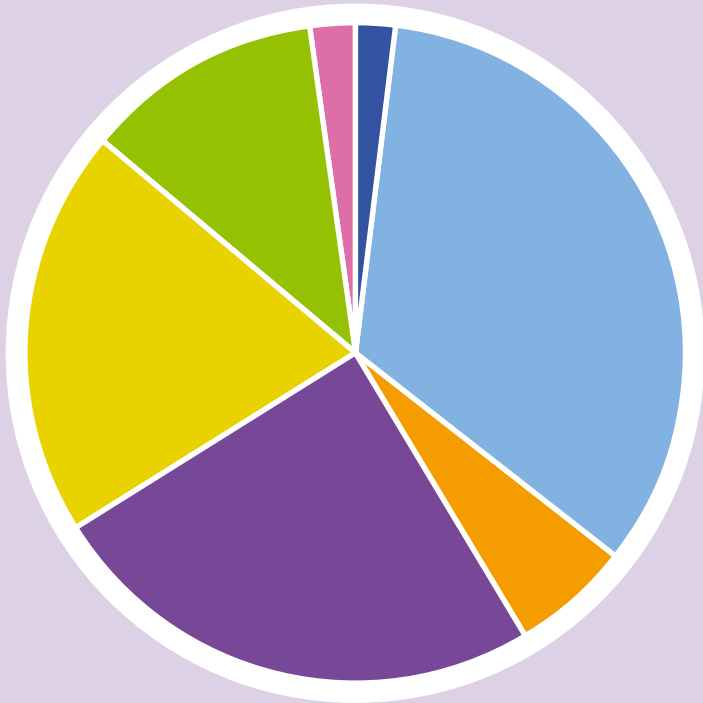
In 2024/25, we disbursed **£453,006.50** in Discretionary Housing Payments to support residents with covering the shortfall in their Universal Credit or Housing Benefit housing costs.

At the beginning of 2024, **1,702** HRA tenants were in arrears. By year-end, arrears were reduced by **£327,000**, with **667** tenants clearing their debts.

We organised **11 events** specifically aimed at engaging with residents facing arrears or financial hardship to offer assistance with their bills. A total of **292** residents attended in these events, where we supported them in applying for benefits and establishing manageable repayment plans.



What we spent our money on



How every £ of income is spent

- Transfer to Reserves 2p
- Management Expenses 34p
- Special Services 6p
- Repairs and maintenance 25p
- Support to Capital Programme 20p
- Net Borrowing Charges 12p
- Other Expenditure 2p

Management Expenses

The running costs of our existing stock and creation of new homes

Special Services

Expenditure for services recovered through tenants' and leaseholders' service charges

Repairs and Maintenance

Work done to ensure homes and estates are safe and in good working order

Support to Capital Programme

Financing major items of expenditure in homes and on our estates

Net Borrowing Charges

Borrowing to invest in new and existing housing stock

Other Expenditure

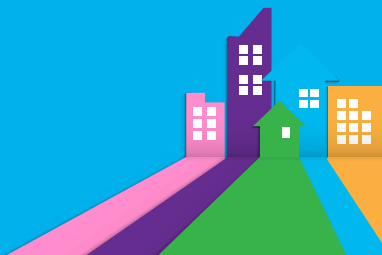
Includes insurance of homes and other charges

Transfer to Reserves

where income exceeds expenditure the balance is transferred for future use



Our Journey to Improving Resident Services



It is important that we listen to residents and understand how they feel about the services we provide.

We undertake both ‘perception’ and ‘transactional’ surveys to collect this information.

Who carries out our surveys?

All our surveys are carried out independently by Kwest Research Ltd. We use a third-party provider for their expertise, to improve impartiality, and to ensure that residents can feel comfortable expressing their views – positive or negative.

Perception surveys

These involve contacting a random sample of tenants, to capture their general views on our performance, separately from any interactions or specific services delivered.

The two types of surveys often provide very different outcomes even when the same questions are asked. Transactional surveys usually provide higher satisfaction scores as they’re done when a service has just been completed.

The Tenant Satisfaction Measures (TSMs) reported to the regulator are taken from a perception survey and performance information collected by us.

Tenant Satisfaction Measures

We are pleased to report that the London Borough of Redbridge consistently performs above the London median in most perception survey results, reflecting strong resident satisfaction with our services. Building on these positive outcomes, we have actively engaged with our residents to better understand their perspectives, using estate days as an opportunity to explore the meaning and impact of the survey questions together.

Where our performance around building compliance has not met expectations, we remain committed to improvement. We are implementing new monitoring systems and processes, and we are working collaboratively with residents to gain timely access to homes so that essential safety inspections can be carried out. Our priority remains ensuring that all residents live in good quality homes and feel safe and secure.

TSM Perception Measures	2023-24	2024-25
TP01: Proportion of respondents who report that they are satisfied with the overall service from their landlord.	66.4	65.8
TP02: Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	68.3	70.3
TP03: Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	67.0	69.7
TP04: Proportion of respondents who report that they are satisfied that their home is well maintained.	64.7	66.7
TP05: Proportion of respondents who report that they are satisfied that their home is safe.	72.5	71.6
TP06: Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	55.7	54.7
TP07: Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	71.3	73.3
TP08: Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	73.4	73.8
TP09: Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord’s approach to complaints handling.	24.1	25.4
TP10: Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	65.0	66.8
TP11: Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	69.7	70.7
TP12: Proportion of respondents who report that they are satisfied with their landlord’s approach to handling anti-social behaviour.	59.7	61.4

TSM Measures (LMI)	2023-24	2024-25
BS01: Proportion of homes for which all required gas safety checks have been carried out (%)	99.8	99.4
BS02: Proportion of homes for which all required fire risk assessments have been carried out (%)	98.5	96.2
BS03: Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out (%)	100.0	100.0
BS04: Proportion of homes for which all required legionella risk assessments have been carried out (%)	100.0	99.0
BS05: Proportion of homes for which all required communal passenger lift safety checks have been carried out (%)	99.4	93.5
RP01: Proportion of homes that do not meet the Decent Homes Standard [LCRA only] (%)	15.00	6.9
RP02: Proportion of non-emergency responsive repairs completed within the landlord's target timescale [LCRA only] (%)	95.3	98.6
RP02: Proportion of emergency responsive repairs completed within the landlord's target timescale [LCRA only] (%)	100.00	100.0
CH01: Number of stage one complaints received (per 1,000 homes)	43.7	54.9
CH01: Number of stage two complaints received (per 1,000 homes)	10.6	18.6
CH02: Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales (%)	72.7	76.5
CH02: Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales (%)	70.8	45.0
NM01: Number of anti-social behaviour cases opened (per 1,000 homes)	12.0	13.1
NM01: Number of anti-social behaviour cases that involve hate incidents opened (per 1,000 homes)	0.2	3.2

Transactional surveys

These are carried out while a piece of work is fresh in the resident's mind. For example it might be a question that's asked at the time a repair is completed.

We conducted a review of our current New Lettings and Anti-Social Behaviour Transactional Surveys to enhance the quality of the questions and extended this process to include two additional surveys focused on Rents and Caretaking.



Rents

You said..

- Residents found staff to be helpful and supportive, especially regarding rent and payment plans.
- Clear communication and understanding from staff helped to ease confusion and anxiety during difficult times.
- Many tenants felt genuinely listened to and reassured, particularly when facing financial hardship or housing uncertainty.
- Poor communication, inadequate follow-up, and a lack of empathy from some staff left residents feeling dismissed and unsupported.
- Unresolved issues - including incorrect letters and delayed refunds - contributed to residents' frustration and stress.

We did..

- We prioritised staff training to improve empathy, communication, and follow-up, ensuring residents feel genuinely supported.
- We introduced clearer guidance and scripts for rent-related conversations to reduce confusion and anxiety.
- We reviewed and corrected system-generated letters and refund processes to prevent errors and delays.
- We strengthened our feedback loop, encouraging staff to listen actively and respond promptly to tenant concerns.
- We created a dedicated support pathway for residents facing financial hardship, offering tailored payment plans and reassurance.



Caretaking

You said..

- Residents appreciated visible improvements in caretaking services, noting cleaner communal areas and satisfactory maintenance of bin areas and car parks in some council-managed properties.
- Positive feedback was not universal, with many residents expressing dissatisfaction about inconsistent caretaking quality.
- Concerns were raised about cleaning standards, including the use of dirty equipment and the neglect of areas like stairwells and lifts.
- Several residents felt cleaning was too infrequent and lacked a clear schedule, leading to persistent dirt and unpleasant odours.
- Issues such as anti-social behaviour, unauthorized entry, and residents' actions (e.g., leaving rubbish or pets fouling indoors) were reported to further complicate caretaking efforts and the condition of communal spaces.

We did..

- We have reviewed all schedules for all blocks and are sharing these on the notice boards; this has included creating a new caretaking team to take into account the new properties.
- We have purchased new equipment for the cleaning of lifts, many of which require refurbishment.
- We have improved our services when staff are on leave to ensure blocks are cleaned as scheduled.
- We will implement new service standards, improve communication with residents, and work to better manage expectations through regular reviews and updated guides.



Anti-Social behaviour

You said..

- Many residents described staff as helpful, especially in the early stages of reporting and support.
- Several residents were satisfied with the outcomes of their anti-social behaviour complaints, crediting council intervention or mutual agreements with neighbours.
- Some residents felt that anti-social behaviour issues were not resolved effectively, often requiring their own efforts to achieve results.
- Dissatisfaction was reported regarding communication and follow-up from the Anti-Social Behaviour (ASB) team.
- Frustrations arose due to slow responses and delays, particularly when issues persisted or escalated.

We did..

- Worked with residents and staff to review our approach to ASB and reviewed our policy setting out clearly our responsibilities as a landlord.
- Introducing a new IT system that will allow better monitoring of ASB cases.
- Improved reporting of ASB through the Council's website.



New Lettings

You said:

- Many residents expressed happiness or relief with their new homes, especially following difficult circumstances.
- Overall satisfaction with the letting process was noted by a majority of tenants.
- Redbridge staff received praise for their helpfulness and support during the moving process and in resolving issues.
- Some tenants reported negative experiences, such as problems with damp and mould impacting their well-being.
- Concerns were raised about being pressured to accept unsuitable homes and about properties being unclean or in poor condition at the start of tenancy.

We did:

- Damp & Mould cases are being dealt with more efficiently.
- Properties are let according to the Decent Homes standard and should be meeting the standard.
- Teams hold regular monitoring meetings to track progress on these issues.



How we have handled your complaints

Whenever we receive complaints, we always use it as an opportunity to look at where we can improve our service.

The three main reasons for complaints were:

- Delays in service delivery
- Dissatisfaction with support provided
- Concerns about the handling process



How we plan to improve

We are making a number of service improvements based on what you have told us including:

- Acknowledge complaints within 5 working days
- Implement a tracking system that monitors when complaints are responded to and flags when a complaint response is nearly due
- Emails sent to service area mailboxes to be acknowledged within 24 hours
- More information to be provided on Redbridge Website, to help reduce enquiries coming in allowing customers to self-service

Our complaints Policy & Procedure is available on our website at [Redbridge - Complaints](#)

Residents dissatisfied with the outcome of stage 2 complaints can escalate the matter to the Housing Ombudsman. The Housing Ombudsman offer an advice, mediation, and complaint resolution service.

Visit www.housing-ombudsman.org.uk

Email info@housing-ombudsman.org.uk

Call 0300 1113000

Get in touch



Did you know that you can access many of our services online including:

Your Housing online account which allows you view your rent account balance and make a payment online

Report a repair via the Repairs Portal

If you have trouble accessing any of these services online you can contact us for help.

Contact us in person at the

Orchard Housing Office,
152 Broadmead Road, Woodford Green, IG8 0AG

Our doors are open between 9.30am and 4.30pm Monday to Friday.

Contact us by phone 020 8518 2400

Email us on housing.enquiries@redbridge.gov.uk

If you have any questions or concerns or would like to receive this information in an alternative format, contact your Housing Officer via the details above.

