

Annual report to tenants

2025-2026



**Housing
Management**



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

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This report shows how we performed during the year. It explains what has gone well, what residents have told us, and where we still need to improve. It is organised around the Consumer Standards set by the Regulator of Social Housing.

The standards make sure landlords keep homes safe, provide good services, listen to residents, share information clearly, and treat people fairly. They cover repairs, building safety, complaints, neighbourhoods, resident involvement and tenancy services.

Introduction

Cllr Cem Kemahli Lead member for housing

There was some excellent work from our housing team this year and this report is a credit to their commitment to providing top level services to our residents.

I would like to thank my predecessor, Cllr Sof McVeigh for her focus and dedication during her time as lead member for housing. This report show the fruits of her work with the team, and also the strong foundations laid by Cllr Kim Taylor Smith who took up the housing brief after the fire at Grenfell Tower.

I look forward to writing my introduction for next year's report where I'm sure we will have built on this work. I know Jahed and the team have solid plans in place to improve services meeting the needs of residents and the expectations of the regulator.



Jahed Rahman Director of housing management

What a year! When I joined the Council in January 2026 we were at the start of recovering from the cyber attack that affected systems across the board. The results in this report reflect a difficult period for the organisation and I thank you for your patience.

Over the last year we continued to invest in our major works programme which will ensure all our homes are safe, warm and well maintained. Our repairs satisfaction improved, and we invited scrutiny from our residents who identified how we can make it even better.

In August 2025 we received a C3 rating after inspection by the Regulator of Social Housing. Since then, we've launched our Housing Improvement Plan which sets out how, over the coming years we will:

- deliver the services you have the right to expect
- meet the expectations of the Regulator, and
- re focus our efforts around resident involvement, putting you at the heart of the changes we make.



I'm looking forward to working with you in the years to come.

Cyber attack

In November 2025, the Council was the victim of a cyber attack. For residents, this meant that account balances were not always accurately recorded, including payments such as Housing Benefit, and direct debit collections were delayed. The ability to book repairs through the resident portal was also affected. We worked hard to keep essential services running for residents when this was happening and made sure resident information was protected.

We have now fixed these issues, and residents can now see correct balances on their accounts, direct debits can be collected as normal, and repairs can be booked through the portal again.

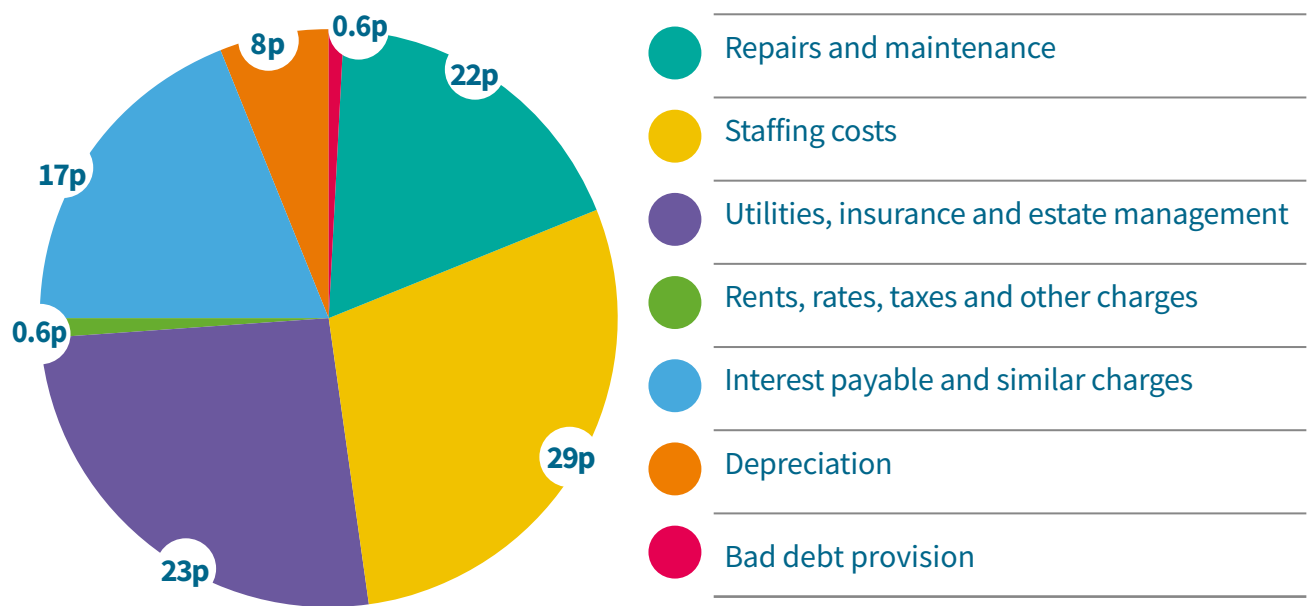
Our year in numbers (at a glance)



How we spent your rent 2025 - 26

This chart shows a breakdown of how the money you pay in rent and service charges is currently spent. This pays for repairs, maintenance and housing services. It also pays for staff who support residents and manage homes. Some of the money is used to repay borrowing for major improvement works.

Costs continue to rise, but we work hard to spend money carefully and make sure it delivers the best possible value for residents. You can see on the chart how we used every pound.



Repairs and maintenance	Money spent maintaining your homes.
Staffing costs	The cost of employing the staff who deliver and support housing services.
Utilities, insurance and estate management	The cost of running and managing housing estates and shared areas.
Rents, rates, taxes and other charges	Payments the housing service must make for properties, buildings or land, such as business rates, rent, taxes and other related charges.
Interest payable and similar charges	The interest paid on money borrowed to build, improve or maintain council housing.
Depreciation	Cost that reflects how housing buildings, equipment and other assets lose value as they get older and are used.
Bad debt provision	An estimate for money that may be owed to the housing service but might not be collected.

What our residents say about us

Hear from our Youth Council's new Housing Lead

"Over the past few months of being Housing Lead, I have greatly appreciated the support, encouragement, and guidance I have received from everyone involved. It is a privilege to serve in this role, and I'm especially honoured to be the first-ever Housing Lead at the Youth Council."

I strongly believe that young people should be involved in conversations about housing, as it directly impacts our lives and future opportunities. The perspectives, ideas, and experiences of younger generations can bring valuable insights and effective solutions.

My experience of living in this borough has been positive, although, like any community, there is always room for improvement. I hope to make a meaningful difference and contribute to positive change for young people across the borough."



Su Arslan Dogan,
Housing Lead at the Youth Council

The benefits of getting involved

Margaret Power and Leearna Olliffe, are two residents with a deep connection and love of this borough, and a passion for equality and fairness for all who live here.

Margaret began her involvement with the council in 2022, after seeing an advertisement in Housing Matters to get involved in reviewing the Tenancy Agreements, Leearna had engaged in a range of resident working before also working on the Tenancy Agreements.

Margaret enjoys the opportunity to meet and learn from other residents, and to question those leading Housing Management at the monthly Tenants Consultative Committee (TCC) meetings. She has also attended the residents training provided, which has given her a wider understanding of the borough and housing issues and is part of the residents' group, which plans the annual resident summit.

Leearna says that being part of the tenancy review group has been an encouraging step for the council, as the work carried out has been truly resident led.

Both feel there are lots of opportunities to work with the council, and wish more residents would do so, as involvement can bring about real change.



Safety and quality

Improving your homes

We're working hard to improve the safety and comfort of your homes. This year, we spent £52 million on major works across 21 projects. The work included replacing lifts, windows and roofs as well as redecorating shared areas.

Highlights included:

- ✓ 453 new bathrooms
- ✓ 642 new kitchens
- ✓ New windows, roofs and planned maintenance work to 492 homes
- ✓ Lift replacements and backup generators for 1,224 homes
- ✓ New shared and emergency lighting for 961 homes
- ✓ 1,496 new door entry systems
- ✓ Electrical upgrades in 906 homes
- ✓ New fire alarm systems in 1,384 homes
- ✓ New communal heating systems at Chelsea Farm House and Jean Darling Housset

We have also started replacing old timber windows with modern double-glazed windows. The new windows help keep homes warmer, reduce outside noise and improve energy efficiency. They also help prevent damp and mould by keeping out moisture.



Some of the 642 new kitchens we fitted last year



Repairs

The cyber-attack affected some of our systems and made it harder to deliver services in the usual way.

Despite these challenges, our repairs service continued to improve.

This year we helped residents solve repairs issues, over half of the calls were answered in 30 seconds. We have also reduced the days taken for us to complete repairs and seen an increase in repairs jobs we are completing in one visit, meaning that we are solving more problems quicker and through just one appointment.

This reflects the hard work of staff who continued to deliver services for residents throughout the year.



Fire, health and safety

We completed 571 fire risk assessments across the homes we manage, and monitored progress on safety actions.

We also supported major building safety projects in higher-risk buildings.

This year, we began introducing the new Residential Personal Emergency Evacuation Plan (PEEP) requirements. A PEEP helps identify residents who may need support getting out of a building safely during an emergency.

As part of this work, we continued our yearly Person-Centred Fire Risk Assessment programme. This helps us understand who may need extra support in an emergency.



Damp, mould and condensation

We now have a specialist team that deals with all reports of damp, mould and condensation. The team works closely with surveyors and contractors to investigate problems quickly and carry out repairs.

We have also prepared for the introduction of Awaab's Law by improving the way we respond to mould problems. Our aim is to make sure residents receive a fast and effective service and that homes remain safe and healthy.

Since 2024, we have worked with Public Health and the West London GP Federation to run our Warm and Well service.

The service brings together a community nurse and a surveyor to support residents living with damp and mould. So far, more than 230 households have received help through mould treatment work, medical referrals and financial support.



Notting Dale Heat Network

The Notting Dale Heat Network will provide shared heating and hot water to homes in a way that is more environmentally friendly. Residents helped shape the plans through co-design work that began in September 2024.

Around 99 per cent of the main pipe network has now been installed, which is about 1.4 kilometres of pipe. The next stage of work is now underway, and homes are expected to begin receiving heat from the network in summer 2027.

This project is part of our wider plan to make homes warmer, greener and more energy efficient. Since 2019, carbon emissions across Lancaster West Estate and Bramley House have fallen by around 19 per cent.

Housing Asset Management Strategy consultation

Residents helped create our new strategy called Maintaining and Investing in Residents' Homes. We held workshops, events, newsletters and an eight-week consultation so residents could share their views.

Residents asked us to use clearer language and make stronger promises about repairs, quality and openness.

They told us their main priorities are:

- ✓ 1. Safe homes
- ✓ 2. Warm, dry and well-maintained homes
- ✓ 3. Reliable mechanical and electrical services
- ✓ 4. Energy efficient and sustainable
- ✓ 5. Greener, safer and welcoming estates

The strategy was approved in December 2025. We are now creating an action plan and will continue working with residents to make sure the strategy meets local needs.



Neighbourhoods

Cultural visits

Each month, we organise visits to cultural attractions across the borough.

Residents receive a guided tour and refreshments while learning more about local history and culture

Highlights included:



Royal Albert Hall



National Army Museum



Chelsea Physic Garden



Royal Hospital Chelsea



Saatchi Gallery



Leighton House



Royal College of Music



Residents tell us they enjoy meeting new people and learning more about the places around them.

Our LancWest Connects offer has seen residents and volunteers give more than 4,356 hours to local projects, encouraging people to stay active, spend time outdoors and build stronger community connections. Next year, we will create even more volunteering opportunities for residents.



Safe communities

We want residents to feel safe and enjoy living in their homes. In October 2025, we worked with residents to launch a new Antisocial Behaviour Policy.

During the year, we took strong action against serious antisocial behaviour, securing:

- 19 closure orders
- Four civil injunctions
- Four homes recovered for families in housing need

We also helped 36 residents access mental health support. This support helped reduce antisocial behaviour, protect tenancies and avoid legal action.

In one case, we worked with the police during a drugs raid. Drugs, weapons and cash were recovered. Working together with the police and legal teams, we secured a two-year injunction to help keep local people safe.

Estates service

Over the past year, we have worked to improve cleanliness, safety and the appearance of local estates. More than 1,200 residents told us about improvements they would like to see.

RBKC ranked fourth out of London's 36 councils for resident satisfaction with estates services. Our caretakers were also shortlisted for a national cleaning award.

We invested £1 million in local neighbourhood projects, including new play areas, CCTV cameras, and new bike storage facilities. These improvements are helping make estates cleaner, safer and more welcoming places to live.



Housing and employment

This year, we helped more than 650 households improve their finances and move towards long-term employment.

Support included:



Helping 29 residents find jobs



Helping 47 residents access training



Helping 50 residents become more work-ready



Helping 61 households increase their income



Supporting 19 residents with debt problems



Helping 30 residents claim benefits



In 2025, our borough wide offer LancWest Works helped 16 residents into work. One resident is El who is now a Site Administrator with Vital Energi.

El said that "LancWest Works went above and beyond to provide support, and for that, I am grateful."



Transparency, inclusion and accountability

What the Tenants' Consultative Committee (TCC) has been up to

The TCC has had a busy year, meeting monthly and holding four additional meetings.

Members met with the Regulator of Social Housing in August following the inspection to discuss the findings. The TCC also reviewed the Housing Revenue Account budget and received regular updates on major investment projects. Residents also met with United Living, the contractor carrying out kitchen and bathroom improvement works, to discuss residents' concerns directly.

Looking forward the TCC is reviewing how it works to make sure it stays useful and works well for all residents.

Resident Involvement Strategy 2026–2029

We did a lot of work with residents on our new involvement strategy. It will launch later this year. A resident working group met six times, and more than 200 residents shared their views.

Residents said they wanted:



Clearer ways to get involved



More influence over decisions



Better feedback about what changes have been made

The strategy will offer a range of opportunities for residents to get involved, from local meetings to service reviews and scrutiny projects.

Meet the Team events

Residents tell us they value the chance to speak directly with staff. Last year, we held six Come and Meet Us events on estates across the borough. Teams including capital works, repairs and neighbourhoods met with residents to discuss casework and offer advice. We will continue to hold these events in the future.



You said, we did: Resident Summit

In November 2025, we held our annual Resident Summit. Residents helped design the event around the theme Here and Now.

Residents said they wanted to hear directly from senior officers, so the event included presentations from the Lead Member, Director of Housing and Assistant Directors.

Staff teams also hosted information stands where residents could discuss issues and ask questions.

Residents wanted the event to feel welcoming and enjoyable, so a community choir performed during the day. Many residents said it was the best summit so far.



Visiting Officers: getting to know you

Visiting Officers completed 3,216 home visits during the year. These visits help us better understand residents' needs and build stronger relationships with local communities.

While we're visiting, our team will also:

- ✓ Check the condition of homes
- ✓ Identify residents who may need support
- ✓ Spot health and safety concerns
- ✓ Raise repairs
- ✓ Identify safeguarding concerns



Keeping residents safe

One visiting officer noticed a strong smell during a routine visit and suspected a gas leak. The gas leak was confirmed and made safe within an hour. The resident and their carer thanked the officer for acting quickly and calmly.



Resident training

This is the third year of our resident training programme. We delivered training on six topics during the year.

The training helps residents learn new skills and become more involved in their communities.

Popular sessions included:

- ✓ Understanding the Council
- ✓ Understanding Housing Management
- ✓ Safeguarding
- ✓ Communications
- ✓ Running a Residents' Association
- ✓ Applying for funding

Wilson Brathwaite writes 'the resident training sessions have been an opportunity to understand the function, processes and procedures of the council – which is often mystifying to residents! This has really enabled me to a much more effective resident lead and advocate, and scrutinise housing management'.



Complaints

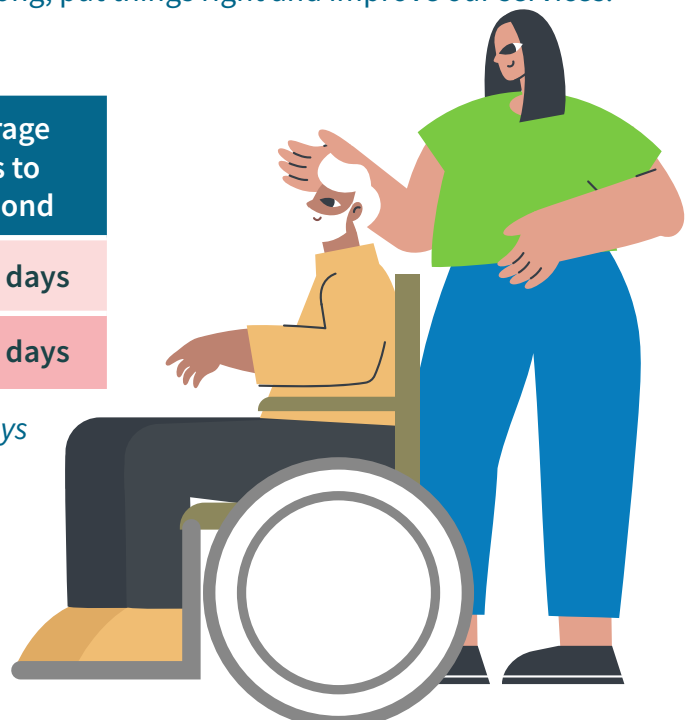
We work hard to respond quickly and resolve issues as early as possible. Learning from complaints helps us understand what went wrong, put things right and improve our services.

For 25-26:

	New complaints	Responded in target*	Average days to respond
Stage 1	922	71%	15.3 days
Stage 2	287	91.5%	14.8 days

**10 working days for Stage 1 and 20 working days for Stage 2 after acknowledgment.*

Residents also tell us when things go well. This year 91 residents sent us compliments, which we were very pleased to receive.



Tenancy

Housing tenancies

Last year we started 230 new tenancies for residents. We also welcomed 15 new residents through mutual exchanges, and supported five to claim succession. We also increased the number of supported housing tenancies available by 14 per cent.

One new resident said

“My new home feels very communal and open which I love, it feels like it is so well suited for raising a family. I love it so much and am so grateful to be this property. I could not be here if it wasn't for the new lettings team that took over, they were so excellent and supportive.”

Tackling housing fraud

Housing fraud is when someone uses a social home they're not entitled to. We investigate these cases and in 2025/26, we recovered 20 homes through housing investigation checks. These homes can be used to help families in real need and reduce pressure on the Council's housing register.

The Tenants' Consultative Committee reviewed our new tenancy fraud policy in November 2025. Based on their feedback we have made it easier for you to report and share concerns about fraud with us confidentially.

Delivering rent and welfare support

We provide residents with practical advice to help them manage their tenancies and any other support they need. This year we supported an additional 380 residents.

Some examples included:



£381,404 in extra income for residents through crisis support, specialist welfare benefits advice and debt guidance.



£165,159 through 256 individual Tenancy Sustainment Grants.

We also helped prevent evictions and sustain tenancies through a range of payments and grants.

Here's what some of the residents who worked with our financial inclusion team had to say:*

Terry *“I came into the money café crying and left laughing.”*

Fatima *“Your support is a weight off my shoulders.”*

*names changed at residents' request.



Tenant satisfaction measures

Each year we ask a sample of residents a set of questions to see how you think we're performing. The questions are set by the regulator and are used by all social landlords so we compare ourselves to similar housing providers.

Satisfaction measure	2023/24	2024/25	2025/26	Change since 2024/25	Change since 2023/24
Satisfaction with overall service from landlord	63.29%	68.17%	66.04%	-2.13%	2.75%
Satisfaction with the overall repairs service over the last 12 months	62.3%	69.13%	70.6%	1.47%	8.3%
Satisfaction with time taken to complete most recent repair	63.1%	66.17%	67.72%	1.55%	4.62%
Satisfaction that we provide a home that is well maintained	63.96%	66.26%	68.61%	2.35%	4.65%
Satisfaction that we provide a home that is safe to live in	66.88%	66.23%	71.04%	4.81%	4.16%
Satisfaction that we listen to tenants' views and act upon them	59.51%	60.37%	60.36%	-0.01%	0.85%
Satisfaction that we keep tenants informed about things that matter to them	78.3%	78.17%	80.69%	2.52%	2.39%
Agreement that we treat residents fairly and with respect	74.82%	76.49%	75.18%	-1.31%	0.36%
Satisfaction with our handling of complaints	29.17%	30.80%	31.08%	0.28%	1.91%
Satisfaction that we keep communal areas clean and well maintained	70.26%	74.76%	74.5%	-0.26%	4.24%
Satisfaction that we make a positive contribution to neighbourhoods	72.81%	74.34%	74.62%	0.28%	1.81%
Satisfaction with our approach to handling antisocial behaviour	61.29%	64.07%	61.69%	-2.38%	0.4%

Next year at a glance

We have been working hard to make changes that make a real difference to residents' lives, and we are always looking for new ways to do things.

In 2026/2027, we will:



Continue our £529m investment programme in homes in the borough with over £118m of projects in the year, continuing our progress towards 100 per cent Decent Homes in 2030



Complete our stock condition survey, making sure we know where investment is needed.



Work with the Tenant's Consultative Committee to build the right forums and structures for residents to hold us to account



Hold more 'Come and Meet Us' events, giving residents opportunity to get know staff and feedback on our services



Trial longer opening hours at our receptions



Continue developing our online repairs offer, whilst recovering from the cyber attack



Develop a new approach to supporting residents with vulnerabilities, adapting our services to your needs.

We want to get residents' feedback on the new report so please scan the QR code to or visit https://q.me-qr.com/l/housing_tenants_consultation



