Housing Annual Report

April 2025 to March 2026



London Borough of Ealing

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Welcome to the housing annual report for 2025-2026

This year's report marks an important moment for our housing services, setting out the progress we have made and our clear focus on raising standards. Safe and genuinely affordable homes remain fundamental to our vision for the borough and to building communities where everyone feels supported, connected and able to thrive.

A central focus over the past year has been our inspection by the Regulator of Social Housing, which resulted in a C2 judgement. The inspection recognised areas of progress and provided a clear framework to help us build on our achievements and continue improving services for residents. I welcome this scrutiny and the clarity it provides. Alongside this work, we have continued to deliver real improvements, including safer homes, better-quality services and tangible progress in tackling housing need, homelessness and rough sleeping across all seven of Ealing's towns.

Once again, this report has been co-created in partnership with our residents. Their voices, experiences, and priorities are shaping how we improve services and strengthen accountability. I am determined to turn that insight into action, delivering safer homes, higher standards and improvements that residents can see and feel.

Councillor Louise Brett, Deputy Leader and Cabinet Member for Safe and Genuinely Affordable Homes



This report marks a pivotal year for our housing services. Co-created once again in partnership with our residents, it reflects a year defined by rigorous self-reflection and a shared determination to elevate the standard of every home in our borough. We remain committed to the principle that accountability is the path to meaningful progress.

A central focus of this year has been our recent inspection by the Regulator of Social Housing (RSH), which resulted in a C2 grade. We recognise this judgement, which acknowledges significant recent progress in several critical areas. Notably, the regulator found that we provide an effective and efficient repairs service, we have also seen a positive trend in health and safety compliance with testing and certification indicators reaching 98% or higher and large reductions in outstanding fire safety remedial actions.

However, the regulator also identified clear weaknesses in how we deliver some of the outcomes that our residents deserve. Specifically, the inspection highlighted that improvement is urgently needed in how we are meeting the Safety and Quality Standard and the Transparency, Influence and Accountability Standard. We are already working to rectify these gaps, with a firm commitment to not only fully meet all of the consumer standards but lay down the foundations to build the internal culture that is necessary to achieve and exceed a C1 rating.

To get there, we must keep the promise that sits at the heart of this report: to listen more and do better. Your feedback has directly shaped our service improvements, and your voices will continue to guide our strategies and improvement plans. By working together—with compassion, inclusion, and a forward-looking mindset—we are building the high-quality homes and supportive communities that every resident deserves.

Thank you to everyone who has challenged us, collaborated with us, and contributed to this journey.

Stephen Tate, Operational Housing Director



Round up of the year

Our housing

As of 31 March 2026, we had:

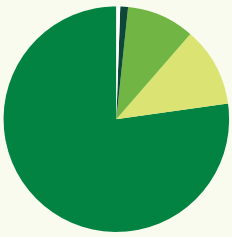
11,236 council homes

4,828 leaseholders

31 high-rise buildings

17 hostel buildings

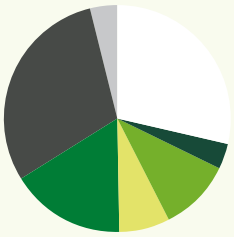
Where our money comes from



- Commercial income = £657,000
- Non-dwelling rents = £883,000
- Other income = £9,060,000
- Service charges = £10,376,000
- Rents from our tenants = £70,186,000

Total = £91,162,000

How we spend our money



- Capital financing = £26,242,000
- Communal heating = £3,134,000
- Support service and overheads = £9,370,000
- Estate services = £6,772,000
- Housing management = £14,954,000
- Repairs and maintenance = £27,317,000
- Contribution to HRA reserves = £3,373,000

Total = £91,162,000

Regulator of Social Housing inspection

This year, the housing service was inspected by the RSH. The inspection assessed whether we are meeting the requirements of the regulator consumer standards. The process included reviewing our processes, procedures, policies and performance, interviewing staff and meeting with engaged tenants. In November 2025, the regulator published their C2 judgement which means that they identified some weaknesses in meeting the required standards.

Following the inspection by the RSH, we will continue to work closely with the RSH as we focus on further improving our services.

The RSH requires us to produce a provider **improvement plan** which will be agreed with the RSH. The plan must set out achievable timeframes for improvements. The aim of the plan is to embed improvements realised in 2025, demonstrate that we can improve, sustain improved performance and close the gap between the current C2 rating and a C1 rating.

Equality, diversity and inclusion

Equality, diversity and inclusion is important because our greatest strength is our diverse communities, with people of different backgrounds living side by side. We want a strong cohesive community, where diversity is celebrated, and everyone has equal opportunity regardless of their background.

We believe in ensuring that the allocation of social and affordable housing is fair, transparent, and free from discrimination.

We believe that good quality, safe and secure housing and the provision of support where required provides a foundation for our residents to thrive.

We understand the detrimental impact poor quality housing can have and we are committed to investing in our homes to ensure that they are safe and secure.

The housing service is committed to meeting the requirements of the RSH consumer standards in relation to the diverse needs of our residents.

We encourage all of our residents to let us know if there are any support needs within your household or any reasonable adjustments you require which you would like us to be aware of when delivering services to you. With your permission, we will set up an alert on your account and any reasonable adjustment needs would be shared with our repair's contractors. This could include requiring longer to reach the door or requiring contact to be made through a third party such as a support worker.

This year, we worked with our external partner The Leadership Factor (TLF) Research to carry out a resident census to collect more information about our resident's needs. Thank you to all of our residents who completed the census. This information helps us to adjust our services to meet your needs.



Over the next year, we will be contacting residents living in high rise blocks and residents for whom we have no record of any support needs to ensure that we hold comprehensive information about our residents' needs. We appreciate that you may have nothing to report or may not want to disclose information to us, but it is important that we ask you and record this information with your permission.

This year, we have worked with our engaged residents to produce a new Household Vulnerability and Reasonable Adjustments Policy which is available on the council website at www.ealing.gov.uk/housing-reasonable-adjustments. This sets out our approach to collecting information about resident support needs, how we record information and how we use this information to adjust our services and to provide additional support where required.

This year, we have recruited 2 new tenancy support officers within the housing management team to provide additional support to those residents that need additional support to maintain their tenancies and leases, and we have recruited 2 new financial inclusion officers who are supporting our residents with benefit claims and debt advice.

This year, we have also been working with engaged residents through a series of customer access workshops to review and improve the accessibility of our housing services. Thank you to all of the residents who have taken part. As a result of feedback from our residents, we have made a range of changes to our services including improvements to our website, introduction of a new phone system for the housing teams and we have used external specialists to carry out an access review of our housing hubs and community centres.



Bringing our vision and values to life

Ealing's Council Plan – Values in Action 2026-2030 sets out the council's ambitions for the borough for the next 4 years and beyond, and its commitments to residents, communities, businesses and towns. The plan is published on the council website www.ealing.gov.uk/councilplan

The plan sets out 9 missions with specific targets, reflecting the changes local people most want to see. These include:

Mission 2: enable every person to live a healthy and happy life and end the unfair inequalities that hold too many people back.

This year, the housing service have focussed on ensuring that we collect information about any support needs our residents have to ensure that we tailor our services and provide additional support where required.

This year, our housing management staff have received safeguarding training and mental health awareness training.

We have recruited tenancy sustainment officers to provide additional support to our residents, and we have recruited financial inclusion officers to provide financial support.

We have published a new resident support directory which is available on the council website at www.ealing.gov.uk/support-directory and in our housing hubs. The directory provides detailed information on a wide range of support services available locally and nationally.

Mission 3: secure a safe and genuinely affordable home for every family and work to end homelessness and rough sleeping.

This year, we have delivered 26 new London Affordable Rent properties at Willis Wilkie House, and we are working on a range of new housing projects including:

- 143 new properties at the Golf Links estate
- 92 new properties at Northolt Grange
- 180 properties at the Green Quarter
- 110 properties at Acton Gardens
- 188 properties at Lexdon Road

Mission 4: crack down on crime and antisocial behaviour and tackle its root causes.

This year, our community safety team have supported our residents who have experienced antisocial behaviour (ASB) by carrying out investigations and taking a range of enforcement actions.

The housing ASB patrol service undertook 2,690 directed patrols of Ealing Council managed housing estates.

The community safety team worked with residents through a series of workshops to co-produce new ASB Service Standards which have been published on our website www.ealing.gov.uk/housing-standards.

Mission 6: strengthen pride in our neighbourhoods, providing identity and purpose in every community.

This year, we have run a wide range of resident engagement activities that have helped to strengthen our communities including estate action days and Housing and You events.

We have supported and worked in partnership with 24 resident associations and borough-wide community associations.

This year, the sheltered housing team have continued to work with Campaigning for Action in Sheltered Housing (CASH) to support our sheltered residents. A range of actions have been taken to improve sheltered scheme lounges and guest rooms. We are also in the process of installing wi-fi in the sheltered lounges. A range of activities have been arranged for our sheltered residents including Christmas parties and a Victory in Europe (VE) Day celebration was held at Perceval House.

The **Great Homes: better lives housing strategy for the borough's residents 2025 - 2030** strategy sets out our commitment to providing genuinely affordable homes for our residents and communities in our borough. We are committed to increasing inclusion, power and control of residents and the wider community to shape the borough's housing provision, and creating connected, strong and thriving communities across the 7 towns in the borough. The strategy is published on the council website www.ealing.gov.uk/housing-strategy:

Central to this strategy is our **Connected Communities** vision which aims to:

'Massively increase social connection in the borough, giving everyone as much choice and power in their lives as possible – so that people can live happier and healthier lives and get more of what they need from each other.'

This year, we introduced estate action days to make housing services more accessible for our residents, to increase social connection and to strengthen our communities. At these estate days, housing services have partnered with local community organisations to provide support to residents. We are using feedback and recommendations from residents to deliver service improvements which have included removing abandoned vehicles from estates and delivering improvements to communal areas.

We have worked closely with CASH to support activities designed to reduce social isolation and strengthen our resident communities.

We have continued to support Wiser Heads who support older residents that do not live in sheltered housing with the main objective of reducing social isolation and connecting our communities.

The year at a glance – what have we delivered in the last 12 months?

Tenant Satisfaction Measures (TSMs)

TSM surveys are carried out on a monthly basis. Thank you to all of our tenants who have taken part. These surveys provide us with valuable feedback that supports us to improve the housing services we provide. Overall satisfaction increased for 2025-2026 to 57.7% compared with 56.2% last year.

Resident vulnerability focus group

As part of our work to better understand the needs of our residents, the resident engagement team worked with engaged residents to establish a resident vulnerability focus group which is ensuring that we better understand the diverse needs of our residents and is working with us to ensure that our housing services are accessible to all of our residents.

Housing service standards

This year, we worked with engaged residents to co-produce a range of new housing service standards which set out what residents can expect from our services. These standards have been published on our website at www.ealing.gov.uk/housing-standards and form part of our new tenant handbook and homeowner handbook which are available on the council website at www.ealing.gov.uk/tenants-handbook, www.ealing.gov.uk/homeowners-handbook and in the housing hubs.

New housing phone system

Following feedback from residents about difficulties in contacting housing teams, we have implemented a new phone system for the housing management teams to improve the service provided to our residents. This phone system includes post call satisfaction surveys so that you can let us know how satisfied you were with the service you received. Your feedback is used to improve the customer service we provide.

Housing policies

We want to ensure that the way that we manage our housing is open and transparent. Our housing policy documents set out how we manage our housing and the legislation and regulatory standards that we adhere to. This year, we have reviewed and updated our housing policies which are all available on the council website. We have worked with engaged residents to co-produce a new household vulnerability and reasonable adjustments policy which sets out our approach to supporting the diverse needs of our residents. The policy is available on the council website at www.ealing.gov.uk/housing-reasonable-adjustments

Regulator of Social Housing inspection



This year, the housing service was inspected by the RSH. The inspection assessed whether we are meeting the requirements of the consumer standards. The process included reviewing our processes, procedures, policies and performance, interviewing staff and meeting with engaged tenants. In November 2025, the regulator published their C2 judgement which means that they identified some weaknesses in meeting the required standards.

Repairs



It is crucial that we maintain our tenant's homes to ensure that they are safe and free from hazards such as damp and mould. This year, we have completed 25,485 repairs.

Social housing lettings



With a high demand for social housing in the borough we are working hard to carry out works to void properties to bring them back into use as soon as possible. This year, we completed 623 social housing lets between April 2025 and March 2026. This is made up of 382 general needs lettings and 241 temporary accommodation lettings.

ASB



We want our residents to feel safe in their homes and communities. This year, the housing ASB patrol carried out 2,690 estate patrols and the safer communities team have investigated 476 housing ASB cases. The team have also taken a range of enforcement actions including:

- 14 injunctions
- 8 notices of seeking possession
- 2 suspended possession orders
- 6 closure orders
- 26 community protection warnings / notices

Estate CCTV



We manage 263 cameras across our estates which are monitored 24 hours a day, 7 days a week by council operators.

Abandoned vehicles



Working in partnership with street services, we have removed 118 abandoned vehicles from housing estates.

New affordable housing



We have completed and let 26 new London Affordable Rent properties at Willis Wilkie House, in Northolt.

Resident engagement

This year, we have strengthened the opportunities available for residents to engage with us to support us to improve our housing services.

Resident engagement strategy 2025 - 2027

We worked with engaged residents through a series of workshops to co-produce a new resident engagement strategy which is available on the council website at www.ealing.gov.uk/housing-resident-engagement.

Independent housing board

The independent housing board (IHB) was established in September 2024. The board meets on a quarterly basis. The board has an independent chair and tenant and leaseholder representatives.

The role of the IHB is to monitor and scrutinise the performance of all housing revenue account (HRA) funded housing services in Ealing, ensuring the voice of our residents is clearly heard and acted upon. The IHB provides welcome critical challenge and accountability.

This year, the IHB has supported us to improve our services in the following ways:

- reviewed, amended and approved the housing service standards that were co-produced with residents
- oversight of housing performance, void property management, HRA financial reporting and regulatory compliance
- monitored inspection preparations and progress with the inspection following notice of inspection from the RSH
- following the inspection, the board have monitored progress with the RSH provider improvement strategy and provider improvement plan
- the board reviewed feedback and insights from the resident housing forum

Resident housing forum

The resident housing forum (RHF) was established to work with engaged residents to improve the housing services provided by the council. It meets quarterly. The panel is attended by a group of tenants and leaseholders who represent a range of resident groups and estates including CASH and the South Acton Community Builders Co-operative (SCBC) who manage residents living on the South Acton Estate.

The forum is chaired by our cabinet member for safe and genuinely affordable homes, Councillor Louise Brett.

This year, the forum has supported us to improve our services in the following ways:

- reviewing our TSM performance and suggesting improvements that residents would like to see implemented

- reviewing and amending our new housing service standards
- meeting with the RSH as part of our inspection process
- reviewing the outcome of the sheltered housing resident satisfaction survey carried out by CASH and suggested improvements
- planning resident mystery shopping of housing services
- raising resident concerns and providing suggestions for service improvements

Resident asset management panel for scrutiny (RAMPS)

The resident asset management panel for scrutiny (RAMPS) is a strategic engagement body for residents, which is in place to ensure that tenants and leaseholders help shape, challenge, influence and hold the building safety, capital works and repairs teams to account.

RAMPS meet quarterly and the group structure comprises resident committee members including a resident chair, vice chair and secretary. RAMPS scrutiny work is supported by the resident engagement team and relevant heads of service from the council's asset management team.

Activity this year to date included:

- 4 RAMPS public meetings were held with residents in attendance
- scrutiny training from a range of internal and external providers was completed
- 15 residents were recruited as scrutineers
- confirmation on topics for scrutiny

This year, RAMPS has supported us to improve our services in the following ways:

- improvements to how communal lighting repairs are responded to
- worked with the building safety team to ensure services are tailored to address resident vulnerabilities
- reviewing complaints performance data

Next year RAMPS will:

- review and scrutinise the council's draft asset management strategy with a focus on the resident facing strategy to ensure it is easy to understand and accessible
- review the current approach to accessing properties in relation to building safety and compliance related works with a specific focus on resident vulnerabilities and equality, diversity and inclusion
- carry out a deep dive review into complaints relating to communal lighting
- carry out a deep dive into contractor performance with a particular focus on the management of damp and mould and compliance with the requirements of Awaab's Law This law was established following the tragic death of two-year-old Awaab Ishak caused by prolonged exposure to black mould in his home. It sets strict legal timeframes for social landlords to investigate and fix emergency hazards, damp, and mould

A panel for wider housing scrutiny will be set up this coming year, to challenge and hold the council's wider housing services accountable.

Tenants and leaseholders training

Training sessions were delivered in-house and online to enable tenants and leaseholders to upskill and / or gain knowledge to support their volunteer work in engagement. With a total of 225 attendees, the resident engagement team arranged 16 training sessions, in partnership with, Learn Ealing, Adult and Community Development Academy, Tenants Participation Advisory Service (TPAS), Housing Quality Network (HQN), the council's housing service teams in asset management and building safety.

> I thoroughly enjoyed attending the courses for scrutiny, mystery shopping and building safety. The courses were all very informative and gave good examples and insights to housing. TPAS was excellent in delivering the sessions and the two staff members for the building safety. The refreshments were very nice too. Thank you. I look forward to being a member of the Scrutiny Panel – Sandra

Estate action days

This year, we introduced estate action days. Estate action days have been held at Radcliffe Way, Golf Links and Acton Vale. In 2026 we will be running estate action days at the Racecourse Estate and at High Lane.

Each estate action day has been preceded by an estate walkabout with engaged residents to identify issues relating to communal areas. All issues are recorded and tracked through to completion, including the removal of abandoned vehicles.

A range of council services have attended the estate walkabouts and action days. This has included teams from housing management, estate service, grounds maintenance, environment and uniform swap.





Estate action days have been attended by a range of housing teams and local voluntary organisations to provide advice and support to residents. Issues raised by residents are recorded and tracked through to completion. These days are designed to make housing services more accessible, to ensure that we hear from residents about what matters most to them, to strengthen our communities and to deliver improvements and actions requested by our residents.

Estate action day outcomes and impact

Radcliffe Way - August 2025

You said	Estate noticeboards contained out-of-date information
We did	Removed outdated content and refreshed noticeboards to improve communication with residents
You said	Pigeon netting on high-rise blocks was unsightly and collecting debris
We did	Removed pigeon netting from affected blocks to improve the appearance and upkeep of the estate
You said	Graffiti, litter and fly tipping was impacting the estate environment
We did	Completed graffiti removal, litter picking and fly tip clearance. Ongoing maintenance will continue through business-as-usual services



Golf Links - November 2025

You said	Abandoned vehicles were causing obstructions and reducing estate quality
We did	21 abandoned vehicles were removed leading to improved safety and the overall estate environment
You said	Previous events did not maximise resident engagement opportunities
We did	Strengthened our engagement approach by delivering a community centre event with 14+ council, housing and support service stalls with more than 40 residents attending
You said	Fly tipping and general estate maintenance issues were identified
We did	Delivered more than 20 grounds maintenance actions which addressed key environmental issues raised by residents
You said	Need for more family support and community wellbeing initiatives
We did	Provided additional support through free school uniform provision and bike repair workshops
You said	Abandoned shipping containers had been left on the estate
We did	Removal of containers was completed



Acton Vale - March 2026

You said	There was a desire for stronger local community involvement and better visibility of services
We did	Worked in partnership with the resident association and invited local community partners to broaden service presence and engagement
You said	Some residents were unaware the event was taking place
We did	Improved communications for future events, including direct letters to all residents to increase awareness and attendance
You said	Event timings did not suit working residents
We did	Committed to scheduling the next event on a Saturday with a 'fun day' approach to maximise attendance (Planned for the Racecourse Estate in June 2026)
You said	Reports of ASB across the estate
We did	Referred issues to the community safety team, working jointly with the local police safer neighbourhoods' team to address concerns
You said	The Acton Vale Resident Association asked if we could replace the playground swing seats
We did	The swing seats were replaced. We are also arranging to replace the playground flooring.
You said	The Acton Vale Resident Association asked for information about how they could run the community centre
We did	A meeting was arranged with the resident association to explain the process and responsibilities should they want to run the centre

Housing and You events

Housing and You is a community event, where housing services are brought into the community to increase engagement. These events are designed to help make housing services more accessible, to provide information to tenants and to resolve any issues that tenants and leaseholders may have. A total of 275 tenants and leaseholders attended the Housing and You event held at Perceval House in June 2025. A wide range of housing services ran stalls and met with residents in person to discuss any concerns they had.

Services that attended:

- asset management
- building safety

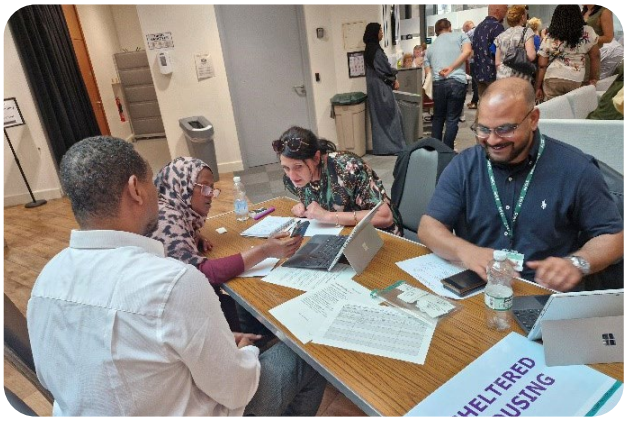
- repairs
- housing management
- financial inclusion
- resident engagement
- safer communities
- home ownership (Right to Buy)
- rents
- estate services
- sheltered housing
- regeneration

The event was an opportunity for residents to meet face to face with council officers. In person events such as this help the housing service to engage with residents that we might not otherwise speak to. Residents provided feedback that they like the face-to-face interaction and we will continue to plan further events.

The next events are:

- 23 September 2026 for the west of the borough (Northolt, Greenford and Southall) at Greenford Hall
- 31 March 2027 for the east of the borough (Acton, Ealing and Hanwell) at Perceval House





Working with CASH

Campaigning for Action in Sheltered Housing (CASH) continue to support tenants across 34 sheltered schemes. This year, 12 meetings were held (6 public and 6 committee), with an attendance of 145 tenants. Housing services including building safety, estate services, resident engagement, the income team have attended meetings. The sheltered housing team and the repairs and maintenance surveyor continue to attend and hold Q and A sessions at the end of each public meeting.

CASH has also been working with the sheltered housing team to implement recommendations made in the 2025 sheltered housing satisfaction survey. A total of 253 tenants responded to the survey.

CASH outcomes and impact

The sheltered housing team ran a sheltered scheme roadshow to work with sheltered tenants to co-produce service standards for sheltered housing. The findings of the roadshow were presented to CASH who then worked with us to agree the standards that they wanted us to meet. The service standards were then reviewed by the RHF and IHB and are now published on the council website www.ealing.gov.uk/housing-standards. This ensures that the standards for sheltered housing are fully representative of the needs of our residents.

- the sheltered housing team worked with CASH to plan for sheltered scheme common room and guest room refurbishments. Residents were given the opportunity to help select the furniture, curtains, and blinds, as well as provide input on the layout and positioning of furniture within the communal areas. This ensured that the improvements reflected residents' preferences and needs. Furniture was replaced in 8 sheltered housing common rooms; 12 guest rooms and the curtains and blinds were replaced in 5 sheltered housing blocks
- CASH asked for a range of council services to attend their meetings to provide information to sheltered residents. Relevant housing services attended and provided information on a range of topics including the calculation of service charges, the approach to managing damp and mould and the work of estate services
- Christmas meals were provided to 622 sheltered tenants across 34 parties, to help combat loneliness and isolation

> 'Excellent "sounding board" for tenants to discuss issues with the council and its services. Obtaining information about present and future developments. Meeting other tenants to share experiences and concerns.' Tony

Wiser Heads

The Wiser Heads group represents council residents that are over the age of 65 who do not live in sheltered housing. The group meets monthly and have carried out various activities to reduce social isolation. Wiser Heads increased their membership this year and currently have 56 members. Activities this year have included coffee mornings, social gatherings and a Christmas event.

Resident associations

Over the past year the resident engagement team have supported 24 resident associations and borough-wide community associations.

We have partnered with TPAS, a not-for-profit organisation that supports tenant engagement to deliver vital training to our residents. The resident engagement team have facilitated the resident association annual general meetings (AGMs). The team assisted various groups to apply for council funding to purchase equipment, deliver activities and bring the community together. The council continues to reach out to areas of the borough that are underrepresented to increase resident engagement empowering more residents to get involved in shaping housing services and their communities.

Gardening scheme for elderly and disabled residents

This year, the resident engagement team worked in partnership with Greener Ealing to provide a gardening service for 226 council tenants who are either over 70 years old or are disabled and need support with maintaining their gardens.

For the coming year we have set up a partnership with Groundwork who will continue to provide this gardening service.

Resident mystery shopping inspectors

Resident mystery shopping inspectors are made up of tenants and leaseholders who carry out a range of activities to review the accessibility of our housing services. These activities include contacting a range of housing services by phone and email and carrying out visits to housing hubs and sheltered schemes.

The main reasons for carrying out mystery shopping activities are to:

- assess how easy it is to access housing services by telephone, online and in person
- assess whether Ealing Council staff are polite and efficient when dealing with an enquiry from residents
- assess whether residents are provided with the correct information that they need
- assessing sheltered housing scheme communal areas

The most recent resident mystery shopping exercise took place in April 2026. A mystery shopping report containing resident recommendations for service improvements is presented to the resident housing forum and relevant housing service leads implement improvements across our services.

Launch of Ealing 100

Ealing 100 is an initiative being developed by the council's resident engagement team to build a representative, diverse, and influential group of 100 residents from across the borough.

The purpose of Ealing 100 is to put our residents' voices directly into the decision-making processes within the council's housing service, ensure representation from underrepresented groups and to create a structure where residents can shape council services, policies, and processes, particularly around housing and vulnerability.

Residents have attended 3 workshops during the year to focus on:

- co-producing the housing vulnerability and reasonable adjustments policy
- more accessible ways that the council can be contacted
- providing feedback on existing council communication channels
- providing feedback on how the council can provide more empathetic communications
- providing feeding back on the need for more affordable and accessible community spaces for residents to use

A new younger residents focus group is being established to ensure that we hear the voice of our younger residents. This group provides opportunities for younger residents to engage with the council to discusses subjects that are important for young people.

Case study – younger resident engagement

The resident engagement team have carried out a gap analysis to evaluate our engagement with residents. One of the findings is that we are not engaging with residents within the 18-24 age group. Residents in this age group have not attended our resident engagement activities and have not been represented at the resident housing forum.

A care leavers takeover day was held at Perceval House on Friday 21 November 2025. Care leavers were invited to take over Ealing Council staff jobs for the day. A number of care leavers stepped into the role of the assistant director of landlord services, head of housing management, head of leasehold and housing income services and resident engagement manager. We discussed concerns about housing and received suggestions on how we could engage with younger residents through focussing on subjects of importance to them such as employment support and housing options.

The resident engagement gap analysis findings were discussed with our residents housing forum, and a number of residents supported us to establish a new younger residents focus group. We plan to develop this group over the coming year and reach out to care leavers that are living in Ealing Council properties to ensure that we hear the voice of our younger residents and provide the support and advice that is important to them.

> “Empowering young people means giving them a voice today and a safe home tomorrow. By actively listening to your residents Ealing council can and is building strong foundations for their independence”. Younger residents focus group member

If any council residents aged 18-24 are interested in finding out more about this group, please contact the resident engagement team.

Phone: **020 8825 9998**
Email: **residentinvolvement@ealing.gov.uk**



Resident engagement network

The resident engagement network is an information sharing network, for all our involved tenants and leaseholders. Members are introduced to a council team to hear more about that team and what they do and are given the opportunity to raise any issues or concerns. Members should cascade any information at a local level and / or invite the team to their meetings / events. At times the network acts as a consultation platform if changes to services are needed.

4 sessions have been held this year:

- April 2025, resident engagement team explained how to get involved with 36 attendees
- May 2025, emergency management team discussed community resilience with 33 attendees
- November 2025, safer communities team raised awareness and understanding of violence against women and girls (VAWG) with 22 attendees
- February 2026: safer communities team discussed increasing awareness of the dangers of right-wing extremism with 22 attendees

This year, 7 new tenants and leaseholders have joined our engagement activities to get more involved.

Further resident engagement events are planned:

- 30 June 2026 to meet the cost-of-living team. The theme is 'prevention is better than cure'
- 30 September 2026 to meet the building and fire safety team

> Thank you for reaching out and for leading such absolutely fantastic network sessions this year.
>
> The sessions have been extremely informative and valuable, and I support your efforts in every aspect. Honestly, my main feedback is that there should be more organisations like this! The work you are doing is essential, and the topics, such as the session on Violence Against Women & Girls, are crucial for our community. Please keep up the powerful and impactful work. I will certainly be inviting your teams to promote their work at our local events and meetings.
>
> Best wishes, Keron

> That was the most interesting and informative training session I've been to. The trainer was non-judgemental and open to all questions. I hope there will be others like it.
>
> Regards, Tony

VE Day celebrations

As part of the council's drive to celebrate VE Day across the borough, the housing teams, set up a VE day themed afternoon tea celebration event, with live music, quiz and gifts for our sheltered housing residents and members of Wiser Heads. Approximately 71 residents attended.



Estate community centre updates

Ealing Council's 5 housing community centres play a vital role in bringing residents together.

Residents use these centres for a wide range of activities including community meetings and celebrating family events.

For many, these spaces help reduce isolation, offering a sense of belonging and community support, particularly for those who may otherwise feel disconnected.

Through regular use, the centres foster unity across diverse groups, strengthening friendships and contributing to safer, more sustainable estates where people feel seen, included and valued.



Ealing Somali Welfare and Cultural Association at the Golf Links Community Centre

Acton Vale: This year, the management of the Acton Vale community centre was transferred back to the resident engagement team to ensure that it is well run and continues to be available for all of the community to use.

> “The use of Acton Vale Community Centre has provided a vital space for local residents to come together for prayer, reflection, and community engagement. During Ramadan, the centre played an especially important role by hosting community gatherings, including Iftar, which brought together not only Muslim residents but also neighbours from different backgrounds, including non-Muslims, in one welcoming space. This has strengthened community ties, encouraged mutual understanding, and reduced social isolation. Through these regular interactions, we have also been able to connect with more valuable individuals and organisations, including charities, mental health specialists, counsellors, nutrition advisors, and volunteers. As a result, we have begun supporting local residents facing mental health challenges. Overall, the centre has become an important hub that promotes unity, wellbeing, and active participation within the community”.
>
> Syed - Community Leader (Acton)







Acton Vale Community Centre Community Iftar

Smith's Farm

We are working with the resident's association at the Smith's Farm estate to carry out repairs to the community centre which has included a major refurbishment of the roof, fencing works and internal maintenance works.

Our estate community centres can be booked through the council website www.ealing.gov.uk/ comm-centres

Resident engagement

In the last 12 months, we have:

- strengthened resident voice by expanding opportunities for feedback through surveys, focus groups and events
- created a young residents' group
- created a resident vulnerability focus group
- supported resident involvement in service improvement, co-design activities, and scrutiny by ensuring that resident feedback influences decision making
- held 3 estate walkabouts and actions days with further events planned

In the next 12 months

The resident engagement programme will move to an outcome focused, representative, and measurable approach. The new approach will strengthen governance, increase transparency and accountability, improve inclusivity, embed effective scrutiny, and ensure resident voices influence service delivery and decision making.

As part of our new approach, we will:

- embed (into daily working) consistent, meaningful engagement across services, ensuring residents can see how their input leads to real change
- develop and support resident association leaders through targeted training, clearer pathways into involvement, and improved recognition of their contribution
- publish an outcome focused resident engagement framework
- build stronger resident scrutiny including the publication of a new resident scrutiny framework
- improve systems for collecting resident engagement data and systems for tracking actions resulting from resident feedback
- continue to publish 'You said, we did' information in the Around Ealing Homes magazine to highlight the changes to services that have been made as the result of engagement with our residents.

For more information on the various resident engagement groups, meetings, workshops, readers panels that run throughout the year, visit www.ealing.gov.uk/residentinvolvement

Making our services more accessible

Customer access workshops

During 2025 - 2026, the council launched a programme of resident led customer access workshops to support and co-design improvements to how residents access our housing services. The workshops have been delivered in 3 phases and have formed a key part of our improvement plan for strengthening compliance with the RSH consumer standards, particularly Tenant Influence and Accountability, Fairness and Respect, Diverse Needs, and Information about Landlord Services.

Across all 3 phases, the customer access workshops have:

- provided opportunities for residents to influence housing services
- directly informed improvements to digital access, communication, vulnerability support and engagement approaches
- strengthened transparency and accountability by demonstrating how resident feedback drives change
- created a clear, resident led evidence base to support ongoing service improvement and regulatory assurance

The programme has established a strong foundation for continued resident co-production, with further workshop phases planned to build on the outcomes achieved in 2025 - 2026.

Anonymised quotes from residents:

- “The workshops provide opportunities to share experiences and suggestions”
- “It’s been good to learn how the council works. I have been able to gain knowledge and help my community better”
- “Suggestions and experiences are noted and where possible transformed into proposals for change – to improve services for residents”
- “I have enjoyed getting to hear other people’s views and knowing actions were highlighted from the meetings and ensuring these will be met”
- “It is excellent getting to know more in the workshops”
- “There has been noticeable improvement in the website and in the information provided about the council’s resources, making it easier for residents to access support when needed”

Customer access project outcomes

Alongside the delivery of resident led workshops, the customer access project has delivered

wider service improvements during 2025 - 2026, focused on making it easier for residents to access housing services, understand what support is available, and receive fair, timely and appropriate responses that reflect individual needs.

In the last 12 months, we have:

- reviewed and updated all council housing content on the website
- implemented a new phone system for all housing teams
- published new housing service standards for a range of housing services
- published a new tenant handbook, a homeowner handbook for leaseholders and a resident support directory
- opened a new housing hub in Acton
- opened a new housing hub at Copley Close
- undertook an accessibility review of our housing hubs and community centres

In the next 12 months, we will:

- co-design a customer access strategy with residents
- expand Wi-Fi provision in our sheltered housing schemes and community centres
- continue to deliver our estate action day programme to bring information and support about housing services to residents on our estates
- expand staff training on customer service, vulnerabilities, and mental health awareness
- expand the use of electronic noticeboards within residential housing blocks to publicise information about services and support available
- launch a localised search function on the website for residents to find their housing officer and contact details
- deliver ‘intro to housing services’ sessions for new residents
- expand the use of SMS messaging to residents
- improve our language translation offer to residents
- engage with residents to help shape a workforce development policy and housing code of conduct in line with the Competence and Conduct Standard for social housing that comes into force in October 2026



Supporting our residents' diverse needs

Our housing services are here to support residents at every stage of their tenancy or lease. We are committed to supporting our residents to stay in their homes, live safely and comfortably and access the services they need.

We treat all tenants and leaseholders with fairness, dignity and respect. Our goal is to ensure our services are accessible and responsive to individual needs.

In the last 12 months, we have:

- recruited 2 tenancy sustainment officers that provide additional support to our residents with support needs
- recruited 2 financial inclusion officers to support our residents who need additional support with welfare benefits and financial advice
- established a resident focus group that works with us to ensure that we take action to meet the diverse needs of our residents. This group have worked with us to co-produce the new household vulnerability and reasonable adjustments policy
- completed a resident census to capture more information about our residents and to understand any support needs
- put in place a new system for setting up support need alerts in our housing management system
- delivered staff training on professional boundaries, safeguarding, ADHD, dyslexia and mental health awareness
- achieved pioneer status for LGBTQ+ accreditation from Stonewall Housing and HouseProud

In the next 12 months, we will:

- contact residents who did not complete the resident census to check if there are support needs that we should be aware of
- contact residents living in high rise blocks to complete personal emergency evacuation plans for any residents who would require evacuation support
- launch a dedicated online portal, allowing residents to securely communicate any additional support needs directly to the housing management team
- continue to put our residents at the heart of decision making, scrutiny and accountability within our services



How we are performing - Tenant Satisfaction Measures (TSMs)

On 1 April 2023, the RSH introduced a requirement for all social landlords to carry out an annual survey asking tenants to rate how well their landlord is performing. These are known as Tenant Satisfaction Measures (TSMs).

To ensure independence and consistency, we commissioned TLF to carry out this survey on our behalf. TLF conducts telephone interviews with tenants, asking them to rate our performance against 12 satisfaction measures.

For 2025 - 2026, 990 tenants took part in the surveys. Thank you to all of our tenants who took part. The feedback we receive helps us to understand how you feel about the services we provide, what is working well, and where we need to make improvements.

We have provided the satisfaction rates for 2025 - 2026 below alongside our rates for 2024 - 2025 and 2023 -2024.

TSM number	What we asked our tenants about	Percentage (%) of satisfied responses from our tenants		
		2023 - 2024 result	2024 - 2025 result	2025 - 2026 result
TPO1	Overall satisfaction	51.7%	56.2%	57.7%
TP02	Repairs service	57.5%	63.8%	62.5%
TP03	Time taken to complete most recent repair	56.4%	59.7%	63.6%
TP04	Home is well maintained	54.5%	56.1%	59.7%
TP05	Home is safe	62.1%	66.4%	63.7%

TSM number	What we asked our tenants about	Percentage (%) of satisfied responses from our tenants		
		2023 - 2024 result	2024 - 2025 result	2025 - 2026 result
TP06	Landlord listens to tenants views and acts upon them	43.8%	45.9%	49%
TP07	Landlord keeps tenants informed about things that matter to them	61.2%	61.5%	64.4%
TP08	Landlord treats tenants fairly and with respect	58.0%	61.5%	64%
TP09	Landlord's approach to handling complaints	16.3%	21.0%	25.6%
TP10	Landlord keeps communal areas clean and well maintained	57.5%	63.1%	63.4%
TP11	Landlord makes a positive contribution to neighbourhood	57.9%	60.8%	63.7%
TP12	Landlord's approach to handling antisocial behaviour	54.7%	59.3%	61.4%

Management Information scores

Our management information scores are quantitative, operational performance metrics that complement the perception-based TSMs. They are derived from internal systems and records (not surveys) and reflect how we are performing in key service areas to support our internal performance management.

Management Information ref	Description of standard	Ealing performance		
		2023 - 2024	2024 - 2025	2025 - 2026
BS01	Proportion of homes for which all required gas safety checks have been caried out	99.6%	99.9%	99.9%
BS02	Proportion of homes for which all required fire risk assessments have been caried out	100.0%	100.0%	100.0%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been caried out	100.0%	100.0%	100.0%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out	100.0%	84.5%	100.0%

Management Information ref	Description of standard	Ealing performance		
		2023 - 2024	2024 - 2025	2025 - 2026
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out	100.0%	99.1%	100%
RP01	Proportion of homes that do not meet the decent homes standard (low cost rented accommodation only)	16.6%	7.1%	4.8%
RP02	Proportion of non-emergency responsive repairs completed within the landlord's target timescale (low cost rented accommodation only)	73.1%	99.2%	99.6%
RP02	Proportion of emergency repairs completed in the landlord's target timescale (low cost rented accommodation only)	73.1%	99.2%	99.6%
NM01	Number of antisocial behaviour cases opened (per 1,000 homes)	54.2%	36.5%	42.1%

Management Information ref	Description of standard	Ealing performance		
		2023 - 2024	2024 - 2025	2025 - 2026
NM01	Number of antisocial behaviour cases that involve hate incidents opened (per 1,000 homes)	0.6%	1.5%	1.0%
CH01	Number of stage 1 complaints received (per 1,000 homes)	55.3%	47.9%	69.4%
CH01	Number of stage 2 complaints received (per 1,000 homes)	11.1%	15.2%	22.8%
CH02	Proportion of stage 1 complaints responded to within the Housing Ombudsman's complaint handling code timescales	54.6%	60.9%	72.1%
CH02	Proportion of stage 2 complaints responded to within the Housing Ombudsman's complaint handling code timescales	37.9%	54.1%	84.9%

Quotes from tenants who took part in our tenant satisfaction survey

Positive:

‘They are very helpful and professional.’

‘They deal with any complaints I have quite quickly.’

‘If I want a repair they been very good and also we have a handyman if we need it. We had surveyor to check the flats and recorded any faults in the flat.’

‘I am here, I have a roof over my head and Ealing council look after me.’

‘Any time that I call Ealing Council, they get someone out as soon as possible.’

Less positive:

‘It takes a long time to get through on the phone, I do not think they have a lot of operatives. It is not easy to speak to anyone.’

‘Repairs can take forever and when we need an emergency one they do not come out as quick as they should.’

‘They could have more communication because I don’t know my housing officer.’

‘It takes a while to get through and get the repairs seen to. The online service is okay.’



How we are improving

We are committed to listening to the feedback we receive from our residents and working with our residents to improve the housing services we provide.

For 2025 - 2026 our TSM scores improved for 10 out of the 12 measures. We recognise that we have further to go with improving the services that we provide to you.

There was a small decrease in satisfaction with the 'repairs service' (TP02) and with 'home is safe' (TP05). We review the feedback we receive from our tenants when the surveys are completed to understand what factors are contributing to your satisfaction and what we need to do to improve. We recognise that we are receiving lower scores for 'listens to me' (TP06) and 'complaints handling' (TP09) and we are taking a range of improvement actions.

We have a TSM action plan which aims to improve tenant satisfaction across the 12 key measures. The plan is informed by feedback from the TSM surveys, a range of other resident surveys and resident engagement activities. This is in addition to an improvement plan that has been developed based on the feedback received from the RSH following our inspection.

As an example, residents provided feedback that it was difficult to contact the housing teams. Following this feedback we procured a new phone system called Netcall. A range of housing teams are now using this system including housing management, the income team and the homeownership team. The system provides better call performance monitoring and enables residents to complete a short satisfaction survey at the end of each call. We are using the new system to improve the customer service we provide to our residents.

The tables below summarise some of the key themes and actions which have been delivered in 2025 - 2026, and what we plan to do in the next 12 months to continue our TSM improvement.

In the last 12 months we have:



Theme	Action	Tenant Perception Measure(s) Impacted	Date Delivered
Safety, repairs and maintenance	This year there was a small reduction in satisfaction with the 'home is safe' (TP05). As a result, we have run a series of articles in the Housing News magazine relating to building safety to highlight all the work we have been doing to ensure that your homes are safe	TP05	Spring 2025 Summer 2025 Winter 2025
Fairness and respect	To ensure that we are treating all of our residents with fairness and respect, we are asking residents whether they have any support needs or reasonable adjustment requirements. This year we worked with external provider TLF to carry out a resident census which included collecting information about support needs.	TP01, TP06, TP07, TP08	December 2025
	We have worked with a resident focus group to produce a new resident vulnerability and reasonable adjustment policy.	TP01, TP06, TP07, TP08	October 2025
	We amended our sign-up process for new tenants to ensure that we collect information about any support needs or reasonable adjustment needs.	TP01, TP06, TP07, TP08	
	The housing service was awarded the HouseProud LGBTQ+ Pledge Pioneer status which demonstrates that we have created a framework for LGBTQ+ residents to have a voice at the highest level of the organisation.	TP01, TP06, TP07, TP08	August 2025
Complaints handling and responsiveness	Resident satisfaction with our complaints process has remained at a low level. As a result of this we published an article in Housing News about improvements we are making to the complaints process which includes better communication with residents.	TP09	Spring 2025

Theme	Action	Tenant Perception Measure(s) Impacted	Date Delivered
Resident engagement and communication	To improve the accessibility of our housing services we have run a series of resident customer access workshops. A group of residents are reviewing the accessibility of the services we provide and are making recommendations for improvements. As a result of these workshops, we have made improvements to the housing content on the council website.	TP06, TP08	Throughout 2025 - 2026
	It is important that we listen to the views of our residents and act upon them. This year we have published articles within Housing News, now known as Around Ealing Homes, to promote how residents can get involved and encouraged residents to join our engaged resident database at our new estate action day events.	TP06, TP08	Summer 2025, Autumn 2025 Spring 2026
	It is important that we let you know about the improvements we are making to our services as a result of the feedback you provide. This year we introduced a 'You Said, We Did' section to Housing News to highlight these improvements.	TP06	Winter 2025 onwards
Antisocial behaviour	We understand the impact that ASB can have. We have run articles in Housing News raising awareness of the community safety service and the support we can provide should you experience any form of ASB.	TP12	Spring 2025

In the next 12 months, we will

Theme	Action	Tenant Perception Measure(s) Impacted	Target delivery date
Safety, repairs and maintenance	The asset management service is working with RAMPS to establish a scrutiny plan for the next year. Residents are agreeing on 4 areas to scrutinise over the next 12 months and will produce a report setting out their recommendations for improvements.	TP02, TP03, TP04, TP05, TP06	Ongoing for 2026 - 2027
Fairness and respect	This year the housing management team, leasehold services, building safety team and the sheltered housing team will be contacting residents to check if your household has any support needs that you would like us to be aware of.	TP01, TP06, TP07, TP08	Ongoing for 2026 - 2027
Complaints handling and responsiveness	We will be recruiting specialist asset management complaint officers to manage stage 2 complaint responses. We will continue to review complaints to understand the root causes of complaints so that we can make service improvements.	TP09	Ongoing for 2026 - 2027
Resident engagement and communication	Continue to run customer access workshops where engaged residents are working with us to review and improve the accessibility of housing services.	TP06, TP08	Ongoing for 2026 - 2027
	The resident engagement team will work with younger residents to set up a focus group to ensure that we hear the voice of our younger residents.	TP06, TP07, TP08	Ongoing for 2026 - 2027

Regulator of Social Housing inspection and the consumer standards

In May 2025, the RSH notified us of a planned inspection against the regulatory consumer standards. We were asked to submit a wide range of information about the housing services we provide. As part of the inspection, the regulator observed the following:

- independent housing board meeting
- resident asset management panel meeting
- housing and environment scrutiny panel meeting
- cabinet meeting

The RSH held onsite meetings with the leader, deputy leader, chief executive, senior leadership team, operational teams and involved tenants. They also held a meeting with SCBC.

Inspection outcome

In November 2025, the RSH published the inspection judgement. We received a C2 grading.

The RSH summary of the decision stated that 'From the evidence and assurance gained during the inspection we have concluded that there are some weaknesses in LB Ealing delivering the outcomes of the consumer standards and improvement is needed, specifically in relation to outcomes in our Safety and Quality Standard and the Transparency, Influence and Accountability Standard.'

Positive feedback

The RSH saw evidence that:

- we have an accurate, up to date and evidenced understanding of the condition of over 80% of our homes, based on our stock condition survey programme carried out in the last 2 years
- performance in delivering the compliance inspection programme has improved over the past 6 months, with good compliance positions across Ealing Council homes health and safety programmes
- we provide an effective, efficient and timely repairs service for the homes and communal areas for which we are responsible
- we are delivering the outcomes of the Neighbourhood and Community Standard and are tackling and deterring ASB in the neighbourhoods where we provide social housing, using a variety of tools
- the tenancies being offered by the council meet all applicable legal requirements and are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of our housing stock
- we treat tenants with respect and have processes in place to take into account tenants' needs when delivering services

Areas for improvement

Weaknesses were identified relating to the Safety and Quality Standard and the Transparency, Influence and Accountability Standard. Some examples are provided below:

Safety and Quality Standard

We have been asked to strengthen oversight and monitoring of damp and mould cases and potential hazards in residential properties.

The RSH will continue to monitor our repairs performance.

The council has demonstrated its commitment to tenant health and safety, taking reasonable steps to ensure compliance across its housing stock. The RSH will continue to closely monitor this area.

The RSH will maintain oversight of progress in relation to building safety and fire safety.

TSM results for 2024 - 2025 show positive trends, suggesting better outcomes for tenants. The RSH stated that tenant satisfaction with the repairs service remains mixed and they will continue to track these indicators closely.

Transparency Influence and Accountability

Communication remains a concern for the RSH, particularly around difficulties contacting the council by phone, although the RSH acknowledged that plans were in place to upgrade the telephony system and contact centre.

Staff turnover affects consistency in tenant engagement, with involved tenants feeling progress is lost when staff change.

The accessibility of communications with tenants needs improvement. Tenants are not always aware that information is available in different formats or languages, and some online accessibility options are difficult to locate. Language barriers were highlighted by tenants, showing that further work is needed at pace.

The RSH stated that the council has taken steps to improve support for tenant involvement, but we need to show that this support is widely publicised and meets the needs of those taking part.

Some engagement activities are not as effective as they could be. Meetings often have packed agendas, leaving little time for meaningful discussion, which limits tenants' ability to scrutinise effectively.

Communication about how tenant feedback is considered and acted upon remains inconsistent, and the council needs to close the feedback loop more clearly by showing the impact of tenant input.

Inspection strategy and improvement plan

We will continue to work closely with the RSH as we focus on further improving our services.

The RSH requires us to produce a provider improvement plan which will be agreed with the RSH. The plan must set out achievable timeframes for improvements. The aim of the plan is to embed improvements realised in 2025, demonstrate that we can improve, sustain improved performance and close the gap between the current C2 rating and a C1 rating.

We will attend monthly provider improvement meetings with the RSH to review our improvement plan progress. The chief executive and cabinet lead member for safe and genuinely affordable homes will attend these meetings on a quarterly basis. The leader of the council will attend twice a year.



Responding to your complaints

We know that when something goes wrong, how we respond matters. Complaints are one of the most important ways we learn, improve and build trust.

This year we have made it easier for our residents to raise a complaint by promoting a range of ways in which complaints can be submitted. We are committed to ensuring that our complaints process is accessible for residents.

Resident satisfaction with complaints handling has improved in 2025 - 2026 but still remains at a low level. We are working hard to respond to stage 1 and stage 2 complaints within our published timeframes and to improve communication with residents who have submitted a complaint.

How we performed in 2025 - 2026

Tenant Satisfaction Measure TP09

33.7% of tenants have made a complaint in the last 12 months (data collated between April 2025 and March 2026).

Tenant satisfaction with complaint handling (TP09): 25.6% of residents were satisfied with the way complaints were handled for 2025 - 2026. This compares with 21% for 2024 to 2025.

Timeliness of responses

Proportion of stage 1 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales: 72.1% (554 done within timescale, against a total of 768 stage 1 complaints).

Proportion of stage 2 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales: 84.9% (214 done within timescale, against a total of 252 stage 2 complaints)

Housing Ombudsman outcomes

- total determinations: 83
- maladministration findings: 73
- maladministration rate: 88%
- most common issues: responsive repairs / activity

Quotes from residents (From the TSM surveys)

'They deal with any complaints I have quite quickly.'

'Takes a very long time to get things sorted or when a complaint gets made.'

'I feel that whenever I have had a complaint they have come and rectified it, I had problems with black mould, and they came and dealt with it.'

'I have a complaint about neighbours making a lot of noise and I have to wait a long time.'

'when you have complaints you call the number they tell you to call, and then nobody picks up.'

'Every complaint I have had has been dealt with.'

In the last 12 months, we have:

- reviewed and revised our complaints policy and published this on our website, to ensure we manage complaints fairly, transparently and effectively in line with Housing Ombudsman requirements www.ealing.gov.uk/complaints
- published a new tenant and leaseholder compensation policy on the council website www.ealing.gov.uk/tenant-compensation
- published a new service standard for responding to complaints on the council website www.ealing.gov.uk/housing-complaints-standard
- recruited new specialist complaints resolution officers to strengthen our ability to resolve complex complaints cases
- made the complaints process more accessible through promoting a range of ways to submit complaints, including online, by phone and in person, ensuring accessibility for all residents

In the next 12 months, we will:

- continue to review complaints to ensure that we identify recurring issues and identify service improvements we can make
- continue to promote the ways in which our residents can raise a complaint to ensure that our processes are accessible to all residents
- hold regular meetings with our repairs contractors to ensure that we learn from complaints and follow through on actions set out in our responses
- continue to contact residents to collect information about household support needs and reasonable adjustment requirements and ensure that we adjust our services to meet the needs of our residents
- continue to use the feedback we received from residents through the TSM surveys to improve our services

How to make a complaint

You can make a complaint in the way that suits you best:

- online via www.ealing.gov.uk/myaccount
- by phone: 020 8825 9998
- by emailing: housingenviron.complaints@ealing.gov.uk
- by speaking to an Ealing Council housing staff member
- by writing to us at Perceval House, 14 Uxbridge Road, Ealing W5 2HL

You can expect us to:

- acknowledge your complaint and explain what happens next
- ask if you have any vulnerabilities or support needs that we need to be aware of
- keep you updated on progress and timescales
- be honest, fair and respectful in our response



Safety and quality - improving our repairs service

Our Tenant Satisfaction Measure performance in 2025 - 2026

- 62.5% satisfaction with the overall repairs service
- 63.6% satisfaction with the time taken to complete a repair
- 63.4% satisfaction that landlord keeps communal areas clean and well maintained

How you said we are performing

Residents have shared a mix of feedback through the TSMs:

“Whenever I’ve had any problems, like with the gardens, kitchen or bathroom it was done and I didn’t have to wait endless months to be done.”

“Anything I’ve done with contacting Ealing Council - they’ve been really helpful over the past 2-3 weeks. I’ve been getting my bathroom and kitchen redone, and they’ve been supportive and helpful during that time.”

“The service from Ealing Council has always been good. They answer the calls and get repairs done quickly.“

Looking after your home

In 2025 - 2026, we completed:

- 15,773 routine reactive repairs across our housing stock, with 85.5% completed within target
- 2,283 emergency repairs
- 2,367 out of hours repairs

2025 - 2026	Total
Total repairs completed	25,485
Completed in target	24,271
Percentage in target	95.2%

Repairs by category	Total
Routine	15,773
Urgent	1,784
Emergency	2,283
Out of hours	2,367

Domestic heating	Total
Repairs	9,585
Emergency repairs	227

How we are improving

In the last 12 months, we have:

- installed 456 new boilers
- invested £2,300,000 in planned preventative maintenance to our heat networks
- invested £1,000,000 in upgrades to our heat networks and ancillary equipment

In the next 12 months, we will:

- invest a further £4,100,000 in the maintenance and upgrade of our domestic and communal heat networks
- undertake a full condition assessment of our heat networks and ancillary equipment across the borough to inform maintenance and upgrade plans
- continue to explore new and emerging technology to improve the energy efficiency with heating homes
- continue to maintain 100% compliance across domestic and communal gas safety

Tackling damp and mould

Damp and mould can affect both your health and your home. We investigate all reports of damp and mould and are committed to supporting you in preventing and resolving it.

How we are improving

In the last 12 months, we have:

- implemented a dedicated damp and mould repairs triage team enabling us to deliver on our commitment to our tenants and to be ready for the October 2026 deadline for the new Awaab's Law legislation. Awaab's Law came into effect on 27 October 2025
- onboarded a specialist damp and mould contractor 'Zapcarbon' to ensure compliance with the newly introduced timescale targets for inspection and remedial works completion
- completed all damp and mould jobs that were reported before Awaab's Law came into effect
- improved our damp and mould key performance indicator (KPI) reporting, giving us visibility of missed targets by exception, helping us to make improvements to the future service

In the next 12 months, we will:

- continue to focus on delivering damp and mould repairs and inspections within the legislative target
- 4 of our in house operatives will be trained to act as a same day repairs service to complete

mould washes and carry out minor remedial repairs reducing our reliance on third party providers

- introduce 2-way video calling as part of the damp and mould repairs diagnostic process allowing our tenants to give us a clear view of the scale and type of damp and mould issues within their homes so that we can accurately appoint the optimum repair solution

How to report damp and mould

- call us on 020 8825 5682 (Monday -Wednesday and Friday: 9am-5pm, Thursday: 10am-5pm)
- email dampandmould@ealing.gov.uk
- report online via www.ealing.gov.uk/damp

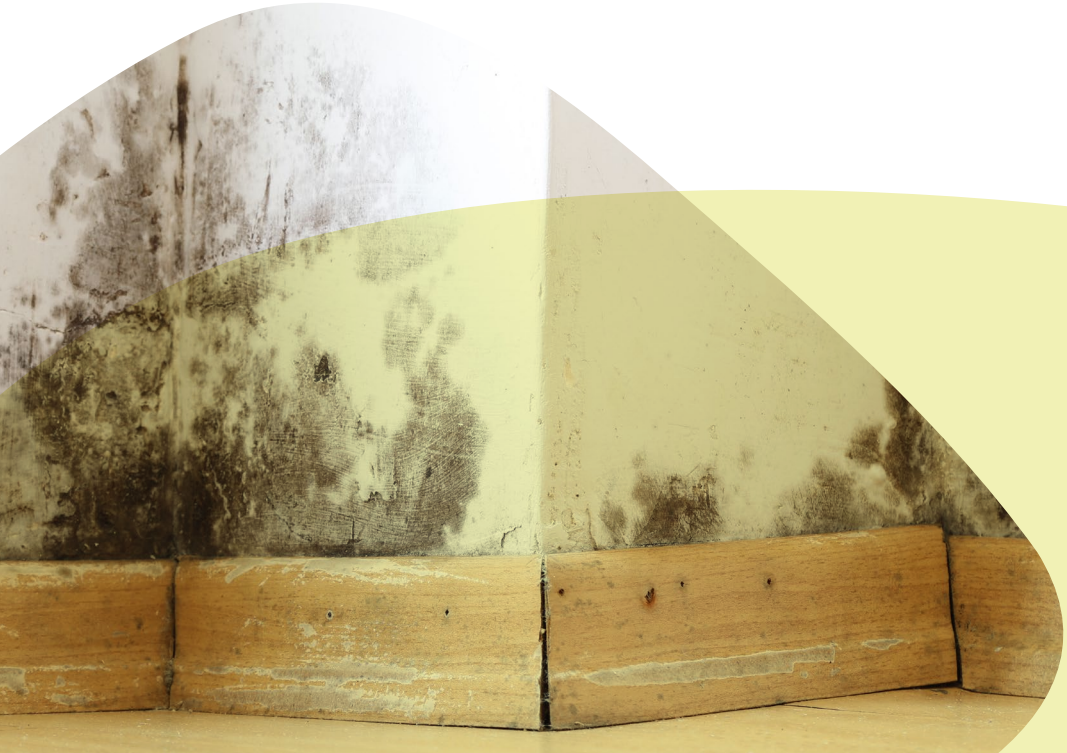
Repairs - emergency bathroom failure

A resident reported an out of hours call to inform the council that sewage was coming into their bathroom. When our repairs team attended, they discovered serious sanitary defects and learned that the resident was receiving end of life care, making the situation extremely unsafe and distressing.

The emergency council repair worker assessed the property within 4 hours and immediately recognised both the health risks and the resident's vulnerability. This was escalated to the duty team for urgent action.

An emergency move was arranged for the same evening, with hotel accommodation provided as the only safe immediate option. Housing service teams worked together to fast track repairs and contractors completed a full bathroom replacement within 4 days.

The resident was able to return home quickly, with a safe, fully functioning bathroom and minimal disruption during a very difficult time.



Building safety

Building safety compliance

The safety of our tenants and leaseholders remains our highest priority and we are committed to meeting legal and regulatory requirements to ensure our homes are safe, secure and well-maintained.

We take a proactive and transparent approach to compliance, supported by robust governance, regular inspections, and timely remedial action.

Overview of compliance (as of 31 March 2026)

Compliance type	Compliant properties	Non-compliant properties	Total properties	Compliance % March 2026
Fire risk assessments (blocks)	777	0	777	100%
Water risk assessments (blocks)	327	0	327	100%
Asbestos risk assessments (blocks)	1,009	0	1,009	100%
Gas - domestic	9,649	2	9,651	99.9%
Gas - communal	95	0	95	100%
Electrical installation condition report - domestic	10,284	31	10,253	99.7%
Electrical installation condition report - communal	880	0	880	100%
Lifting operations and lifting equipment regulations	108	0	108	100%

Making sure your home meets the Decent Homes Standard

The Decent Homes Standard is the minimum quality benchmark that all council-owned and social housing properties must meet. For Ealing Council, this standard is central to ensuring that tenants live in safe, well-maintained and energy-efficient homes.

Our current performance as of March 2026

- 95% of our homes meet the Decent Homes Standard
- we have completed detailed surveys (called stock condition surveys) to 88% of our homes to check their condition and plan future improvements

How we are improving

In the last 12 months, we have:

- increased the number of properties that have had a stock condition survey from 74% to 88%
- delivered an asset management model that helps strategic investment and supports regeneration initiatives
- increased the number of homes meeting the Decent Homes Standard from 93% to 95%
- invested £32m in improving our assets

In the next 12 months, we will:

- deliver a refreshed asset management strategy
- publish a 5-year capital works programme
- improve our decency levels with targeted and data driven investment
- increase our asset management investment to £58m
- look at the condition of all our high-rise buildings



Neighbourhood and community

Improving your communal and green spaces

We work in close partnership with residents and local organisations to make our estates and neighbourhoods safe, welcoming and well-maintained places to live.

Gardening support for vulnerable residents

This year, we provided a gardening scheme for elderly and disabled residents. A total of 226 tenants were supported through the scheme. The service helps residents to maintain their gardens and includes grass cutting and clearances where required.

Estate services

In the spring of 2025, we planted wildflowers across many of our estates.

Senior caretaking staff have completed British Institute of Cleaning Science (BICSc) qualifications this year to support the service to further improve standards.

In 2025, the cleaning service became greener by changing their main cleaning product to a fully biodegradable product.

Abandoned vehicles

This year, our street services team removed 118 abandoned vehicles from our estates. This increases the parking spaces available for residents and improves the estate environment.

Sheltered housing improvements

This year, we have replaced common room furniture in a number of sheltered schemes including:

- Garden Court
- Cherry Close
- Rolland House
- Ditchley Court
- Evergreen Court
- Brent Lodge
- Landseer House
- Maytree Court

New furniture has been provided to a number of sheltered scheme guest rooms including:

- Whiteoaks House
- Heron House
- Ditchley Court
- Benjamin Court
- Harmony Lodge
- Charter Court

- Hartfield House
- Walton House
- Cherry Close
- Walnut Court
- Bakers House
- Shillaker Court

Curtains and blinds have been replaced at the following sheltered schemes:

- Ellis Court
- Charter Court
- Cheviot Court
- Hawthorne Court
- University Court

ASB

The safer communities team opened 476 housing ASB investigations in 2025 - 2026.

The majority of housing ASB investigations (292) were assessed as medium priority, with 100 assessed as high priority and 62 assessed as lower priority.

The key concerns responded to by the team in 2025 - 2026 related to drug-related ASB (cases involving both allegations of supply as well as use, and cases flagged as involving a drug-related element, such as drug paraphernalia being found). Harassment and intimidation also remain a significant feature in ASB cases investigated by the team.

In April 2026, a local resident contacted Ealing's safer communities team with concerns about persistent disturbance from a neighbouring property. Having previously experienced ASB, she was worried the situation was escalating. Rather than treating the issue as routine noise disturbance, officers took a closer look.

By listening carefully to the resident's observations, officers identified signs that the neighbour, a vulnerable adult with complex support needs, may be the victim of "cuckooing", a form of criminal exploitation where offenders take over a person's home for illegal activity.

Working closely with police, adult social care, mental health services and drug and alcohol support agencies, the team launched a coordinated safeguarding response. A closure order was secured to stop the criminality and protect nearby residents, while specialist support was put in place for the vulnerable occupant.

The result was life-changing for everyone involved. The resident and her family regained their sense of safety and peace of mind, while the exploited neighbour was moved to supported accommodation where they could access the care and protection they needed.

Sometimes, tackling antisocial behaviour means looking beyond the complaint and seeing the person behind it. In this case, that approach changed lives.

This table provides information about the types of ASB reported

ASB type	Proportion of cases
Drug related	34.3%
Harassment / intimidation	27.4%
Neighbour dispute	18.6%
Violence related	13.1%
Groups congregating	11%
Homelessness concerns	12%
Damage to property	8.2%
Domestic Abuse	3.6%
Exploitation	2.5%

ASB enforcement actions 2025 - 2026

As well as working closely with partners to proactively tackle ASB through early intervention and prevention, the safer communities team use a range of criminal and civil enforcement powers to protect our tenants in cases of serious or repeated ASB.

ASB enforcement action relating to council tenants 2025 - 2026	
Notice of seeking possession (NOSP)	8
Injunctions	14
Closure orders	6
Suspended possession orders	2
Legal undertaking	1
Community protection warning / notices	26

Support for victims

The safer communities team additionally made 28 referrals into the council's housing social welfare panel to support high risk victims of ASB, including victim / survivors of domestic abuse in sustaining their tenancy via a transfer to a new secure council tenancy.

Housing estate ASB patrols 2025 - 2026

During 2025 - 2026 reporting year, the housing ASB patrol service undertook 2,690 directed patrols of Ealing Council managed housing estates and produced 515 intelligence reports on individuals, addresses and vehicles involved in ASB and crime.

As a result of the patrols, there were 177 occasions where ASB was proactively identified and linked to a specific address. In 290 other occasions, ASB was proactively identified and linked to a specific person. On a further 47 occasions, ASB was proactively identified and linked to a vehicle.

There were 354 occasions in 2025 - 2026 in which Ealing Council's Housing Public Spaces

Protection Order (PSPO) was utilised to disperse, warn or issue a penalty notice to a person identified as involved in ASB on a housing estate managed by the council.

Through taskings from the safer communities team in 2025-2026, the housing ASB patrol service worked in partnership with police on 38 separate operations on Ealing Council managed estates in 2025 - 2026 and completed 112 joint patrols with police on Ealing Council managed housing estates. As a result of this activity, 14 arrests on Ealing Council housing estates were made following the patrol detaining individuals found committing indictable criminal offences on these estates.

A further 220 patrols were undertaken with intervention and outreach partners (primarily rough-sleeping and drug and alcohol intervention services). The patrol additionally served documents on housing tenants relating to court summonses or outcomes on 20 occasions.

The most visited estate by the housing ASB patrol in 2025 - 2026 was South Acton Estate, which owing to its geographical size and significant regeneration works saw 391 patrols during the year. The next most visited estates were:

- Radcliffe Way in Northolt (49 patrols)
- Copley Close in Hanwell (48 patrols)
- Golf Links Estate in Southall (46 patrols)
- Havelock Estate in Southall (43 patrols)
- Cowgate Estate in Greenford (42 patrols)
- Islip Manor Estate in Northolt (30 patrols)

Estate CCTV

Ealing Council's 24-hour CCTV control centre is managed within the community safety service. The 24 hours a day, 7 days a week control centre is located on a key Ealing Council housing estate, where it has been operational since February 2024. The workspace incorporates officers from parking services and visiting officers from housing landlord services, safer communities and emergency management.

During 2025 - 2026 reporting year, the service operated 24 hours a day, 7 days a week with no service downtime and no occasions during which the control room was not staffed. Officers from police and from the council's safer communities team regularly visit the control room to review and download evidence securely, and the service undertake proactive tasking requests for these partners.

The council operates 758 public safety CCTV cameras across the borough. 263 of these cameras are on Ealing Council managed housing estates. In 2025 - 2026, capital investment of £1.5m for the period 2026 - 2030 was agreed for CCTV improvements on Ealing's housing estates in addition to other investment in the wider network.

In March 2025, cabinet approved funding for an additional 50 deployable CCTV cameras to target crime and ASB hotspots, which can be deployed rapidly as temporary measures in areas where residents are telling us crime or ASB has emerged as a concern for them. Residents living on

Ealing Council managed housing estates will benefit from the additional resourcing.

ASB TSM performance

- 63.7% satisfaction that landlord makes a positive contribution to neighbourhood
- 61.4% satisfaction with landlord's approach to handling ASB

In the last 12 months, we have:

- updated and published our ASB statement of policies and procedures on the council website
- worked with engaged residents to co-produce new ASB service standards which have been published on the council website and included in the new tenant handbook
- completed a resident consultation over the summer of 2025 relating to Ealing's borough-wide Public Spaces Protection Order (PSPO) which includes specific provision for all Ealing Council managed housing estates. More than 1,200 residents took part in the consultation. In September the decision was taken by cabinet to renew the order for a period of 3 years
- worked with the resident engagement team to deliver a violence against women and girls (VAWG) awareness event as part of White Ribbon Day in November 2025 and a tenant workshop in February 2026 on awareness of right-wing extremism.

In the next 12 months, we will:

- publish a new hate crime strategy during Hate Crime Awareness week in October 2026
- renew and expand the housing CCTV network, increasing the quality and visibility of CCTV cameras across Ealing Council owned housing estates



Supporting our leaseholders

We are committed to delivering a modern, transparent and resident-focused homeownership service that aligns with the council's corporate priorities, including:

- stronger communities
- improved resident satisfaction
- financial resilience
- regulatory compliance
- delivery of high-quality housing services

Our approach is informed by the RSH consumer standards, the Building Safety Act 2022, the Landlord and Tenant Acts 1985 and 1987, and the Housing Ombudsman's expectations regarding fairness, accountability, engagement and expectation of effective complaint resolution.

Over the past year, we have committed to strengthening our approach to leaseholder engagement. This has included the introduction of monthly leaseholder satisfaction surveys, enabling us to better understand resident experience from a leaseholder perspective. We have recently commenced monthly surveys, and will use the data collected to identify service trends and emerging concerns from leaseholders. This information will drive continuous improvement through data-led analysis and your feedback. The outcomes of the surveys will inform operational priorities, communication standards, service redesign and performance management arrangements across the council's leasehold and homeownership services.

In line with Ealing Council's commitment to co-production and resident influence, we are undertaking a comprehensive review and resident co-design of the council's leaseholder engagement model. This work is focused on creating a more transparent, accessible and accountable framework for engagement, ensuring leaseholders have greater influence over the services they receive and decisions affecting their homes, estates and communities. The revised leaseholder model will strengthen and integrate into current resident scrutiny arrangements, improve consultation practices, enhance communication channels and embed meaningful leaseholder participation into service governance and decision-making processes.

Recognising the increasing financial pressures facing residents, particularly in relation to major works and building safety capital investment programmes, we are also reviewing our major works repayment packages to ensure they remain fair, sustainable and supportive. This includes reviewing repayment terms, financial assessment processes and early intervention mechanisms to help residents better understand liabilities and avoid financial hardship wherever possible. Our approach seeks to balance the required investment to ensure our homes continue to be safe, and compliant homes with affordability and value for money for leaseholders.

Alongside all of this, we continue to strengthen the governance and transparency of service charges. This includes improving Section 20 consultation practices by enhancing engagement and communication before, during and after major works projects.

We are embedding a more proactive and resident-centred approach to service delivery, ensuring that leaseholders are treated fairly, kept informed and actively involved in shaping the future of homeownership services at Ealing Council.

In the last 12 months, we have:

- consulted with the Ealing Council Leaseholders Association (ECLA), where we agreed to dissolve the association to review the resident involvement model and to work with leaseholders to co-design a new more effective approach to leaseholder representation
- introduced monthly leaseholder satisfaction surveys to gain better leaseholder insight
- produced a homeowners' handbook and published it on the council website www.ealing.gov.uk/ homeowners-handbook
- published our new service standards on the council website and in the homeowner handbook
- benchmarked administrative fees and charges to ensure charges are reasonable and in line with other local authorities

In the next 12 months, we will:

- work with leaseholders to create a new leasehold engagement operating model to improve engagement with leaseholders
- improve consultation when major works are planned
- review and benchmark the service charge management fee to ensure leaseholders are charged a fair and reasonable fee for management services
- complete 3 new housing developments with shared ownership properties
- review and benchmark repayment options for major works to ensure leaseholders are offered a range of options to suit different financial circumstances
- review the service charge IT management system to ensure the existing system is being used to the best effect and requirements are captured ready for a new system implementation
- explore digital solutions and channels to enhance leaseholder's interaction with the council



Responding to housing demand in Ealing

In Ealing, the demand for council housing remains exceptionally high, with a growing number of residents applying for social housing each year. The need continues to far exceed the available supply, with 5,949 households on the waiting list and more than 2,000 households in temporary accommodation as of March 2026.

In the last 12 months, we have:

- completed 382 general needs lettings, helping households move into permanent homes
- continued to prioritise homeless households through our allocations and lettings arrangements, ensuring available homes are targeted towards residents in the greatest housing need
- continued to reduce the number of households in bed and breakfast (B&B) accommodation for more than 6 weeks
- delivered 24 properties through open market street purchasing as part of our Local Authority Housing Fund Round 3 (LAHF R3) delivery target, designated for temporary accommodation and resettlement
- expanded resettlement and move-on activity, supporting households to move from temporary accommodation into longer-term housing solutions and reducing reliance on high-cost emergency accommodation
- continued to deliver significant financial savings and cost avoidance initiatives whilst maintaining statutory homelessness services and improving outcomes for residents
- developed a new housing demand business plan and service transformation programme focused on prevention, earlier intervention, improved decision-making and sustainable housing outcomes
- progressed the review of the housing allocations policy and commenced work on reviewing the temporary accommodation placement policy to ensure both remain fair, transparent and aligned to current housing pressures

In the next 12 months, we will:

- redesign Ealing's homelessness front door to create a prevention-led, compliant and resident-focused service that provides earlier intervention and more consistent assessments
- strengthen homelessness prevention by expanding upstream support, improving early intervention, and preventing avoidable homelessness before crisis occurs
- implement changes arising from the revised social housing allocations policy to ensure social housing is allocated fairly and supports wider homelessness reduction objectives
- reduce our reliance on costly nightly paid accommodation by securing long term financially sustainable accommodation
- work towards a target of 0 households in B&B over 6 weeks

Looking ahead 2026 - 2027

Regulator of Social Housing

We will be meeting with the RSH on a monthly basis to review the progress we are making with service improvements set out in our provider improvement plan. This plan is being used to deliver a range of improvements that address the areas of weakness identified by the RSH as part of their inspection of housing services completed in 2025.

Building safety and compliance

There are a range of building safety compliance works that require access to tenants' homes including gas safety checks, electrical installation condition reports (EICRs), stock condition surveys and installation of smoke and carbon monoxide (CO) alarms. It is very important that you support us to get these works completed by agreeing to arrange access so that these works can be completed.

Personal emergency evacuation plans (PEEPs)

New regulations require certain residents to have a personal emergency evacuation plan. This applies to people living in buildings that:

- are 18 metres or more above ground level, or
- have at least 7 storeys, or
- are more than 11 metres high, and where the building operates a simultaneous evacuation strategy (meaning everyone is expected to leave the building at the same time during an emergency) in place

These plans relate to residents who would have difficulties evacuating a building by themselves in the event of a fire. This may be due to a physical mobility issue and other disabilities such as having a sight or hearing impairment, or a cognitive condition. The building safety team will be contacting residents to identify any evacuation support needs and putting in place PEEPs where residents provide consent.

Resident support needs

If we have not already made contact with you to check whether you or any of your household members have support needs or reasonable adjustment requirements that you would like us to be aware of when providing services to you, we will be making contact by phone, text, email or through home visits.

New affordable housing

This year we have a number of new developments which are due for practical completion. These developments will provide much needed affordable accommodation for residents on our housing register:

- **Golf Links Phase 3, South Greenford** with 59 London Affordable Rent, 45 social rent and 25 shared ownership properties
- **Northolt Grange, Northolt** with 84 London Affordable Rent and 8 shared ownership properties
- **Acton Gardens, Acton** with 110 social rent properties
- **Green Quarter, Southall** with 84 London Living Rent and 96 social rent properties
- **Steyne, Lexden Road, Acton** with 71 sheltered and 90 shared ownership properties



Translation

This document can be translated upon request.

We want to ensure everyone can access and understand the information in this report. If you require this document in a different format - such as large print, Braile, audio - or in another language, please contact us and we'll be happy to provide it in a way that suits your needs.

Please contact: tenancymanagement@ealing.gov.uk

London Borough of Ealing