

Annual Housing Standards Review



1. Introduction

- 1.1** In April 2024, Camden introduced a set of [Service Standards](#) to clarify what residents can expect from their housing and repairs service. These standards were co-designed with residents and aim to place residents at the core of all activities, outlining commitments in six key areas: finding a place to call home, safer and connected neighbourhoods, getting involved, resolving repairs, paying rent, and addressing issues when things go wrong. To ensure staff can meet these standards, we have also introduced “The Way We Work in Housing,” a framework that sets clear behaviours and expectations for staff and our PACT with residents, outlining our key values across Housing and Property: Proactive, Accessible, Caring, and Together. This ensures residents not only see clear commitments in writing but also experience them in their daily interactions with Camden.
- 1.2** Alongside this framework, we committed to an annual review to assess our progress and gather feedback from tenants, alongside the publishing of our Tenant Satisfaction Measures. This will provide insights into our performance relative to each service standard, clarify residents’ priorities, and help align our operational focus more closely with their needs, demonstrating our dedication to continuous learning and improvement beyond the standards.
- 1.3** To evaluate performance against the Housing and Repairs Service Standards, we adopted a method that combines both quantitative and qualitative techniques. Performance has been monitored using a set of key performance indicators (KPIs) reported regularly, covering areas such

as repair response times, rent collection, and tenancy management. Resident feedback was collected through multiple channels, including the annual Tenant Satisfaction Measures (TSM) survey. We also reviewed complaint data to identify recurring service issues or opportunities for improvement. Throughout the year, frontline staff and resident-facing teams played a vital role by highlighting service issues, ensuring that lived experiences informed our understanding of performance. This comprehensive approach has enabled us to form a balanced view of where we meet expectations and where improvements are necessary.



2. Review of Camden's performance against service standards in 2024/25



2.1 Finding a Place to Call Home:
We set this standard as tenants told us it was important to them that we ensure any new home is safe and ready, and that they are supported in settling into their new home.

2.1.1 To achieve this, we committed to:

- Making our housing allocation scheme clear and transparent.
- Prioritising households in the greatest need of social housing.
- Providing support to help residents find a home that matches their needs.
- Ensuring all homes meet at least the minimum lettable standard.

2.1.2 How we performed in 2024/25:

- We supported 461 families living in overcrowded conditions, including severely overcrowded households. This was a 56% increase compared to the previous financial year.
- In 2024/2025 we helped 32 households experiencing domestic violence and abuse move into safe housing, which is a 18.52% increase from previous year.

- In 2024/2025, 166 households who were awarded harassment and violence points were successfully housed, which is a 21% increase from the previous year.

2.1.3 What this means for residents-

- Working to improve access to affordable housing: more families are moving out of overcrowded homes,
- Increased support for domestic abuse survivors: more survivors of domestic abuse are being identified and supported into safe accommodation, facilitated by increased investment into and support for domestic abuse survivors through a new policy and procedures, specialist roles, mandatory DVA training and strengthened housing pathways.

2.1.4 Ongoing improvements/what's changing next in 2025/26:

- Stronger neighbourhood support through our housing service restructure; we have redesigned around 300 roles across our Housing services, so tenants get the right help to settle and thrive in their neighbourhoods – the new structure is now up and running.
- Improvements to data tools on voids, such as the development of a Power BI dashboard to monitor void properties, enabling the service to take a more proactive and data-driven approach to managing and reducing relet times.
- Improved tools and guidance for staff supporting tenants living in overcrowded homes.
- Reviewing our Housing Allocations Policy to ensure the policy reflects current priorities for housing need across the borough



2.2 Safer and Connected Neighbourhoods:

Creating safe and connected communities by managing estates and tenancies well.

2.2.1 To achieve this, we committed to:

- Provide clear advice and support on tenancy-related matters.
- Keep your estates clean, tidy, and free from hazards.
- Inspect the estates together to identify and resolve issues.
- Respond promptly to all reports of anti-social behaviour (ASB) and keep you informed of any action.
- Work to identify domestic abuse at the earliest opportunity and provide ongoing support.
- Train our neighbourhood's team to ensure our staff have the right skills to provide the service you need.

2.2.2 How we performed in 2024/25:

- Based on our recent Tenant Satisfaction Survey, 75.30% of our residents are satisfied that Camden keeps the communal area clean and well-maintained, which indicates an increase of 4.8% from previous year and 76.30% are satisfied that Camden makes a positive contribution to the neighbourhoods which was also a 11.2% increase from previous year.

- In 2024/2025, the rate of ASB cases was 32.9 cases per 1000 homes, with hate crime incident accounting for 0.2 per 1000 homes.
- In our Tenant Satisfaction Survey, 57.90% are satisfied with Camden's approach to handling ASB. Whilst we know this is not high enough, it is a 25.05% increase on the previous year and shows we are headed in the right direction.
- In 2024, there were 320 cases where domestic abuse (DVA) was recorded as a concern, of these, 140 were new cases. The number of identified DVA cases referred for specialist support to our DVA multi-disciplinary team was 56 in 2024; a 10% increase since 2022.



2.2.3 What this means for residents:

- Increasing the safety and cleanliness of shared spaces: Our caretakers are proactively ensuring that estate inspections are completed, which reflects in our performance during the tenant satisfaction survey for how communal areas are clean and well-maintained.
- Proactively supporting Domestic Violence and Abuse survivors and tackling anti-social behaviour and hate crime: Satisfaction with how Camden handles ASB rose, showing early signs that our new ASB approach is working, though performance still varies across areas.
- Increasing awareness of how we support wellbeing: Residents are increasingly aware of how we can help with safety and wellbeing through neighbourhood engagement and joint visits.

2.2.4 Ongoing improvements/what's changing next in 2025/26:

- Continue embedding and monitoring impact of ASB Taskforce, ASB Policy, Procedure and training for housing staff.
- Neighbourhood Action Days: 10 events being held in 2025 and over 1,000 conversations supporting residents with repairs, safety, and money advice.
- We have made [improvements to our website](#) so that key information about tenancy is clear, transparent, and all in place.
- We have published our Domestic Abuse and Housing policy and '[Know your Rights' Survivors' Housing Handbook](#), which we co-created with tenants with lived experience of domestic abuse and homelessness.

- We have embedded domestic abuse expertise into the team by creating a new Domestic Abuse Complex Case Coordinator role. Since the coordinator took post, the number of DVA cases identified has increased by 12%, showing that DVA survivors are getting the support they need.
- We've delivered mandatory DVA and Housing training to neighbourhood teams. To date, 93 members of staff have completed the level one DVA training, 85 members of staff have completed level two training, and 250+ caretaking, repairs and property management staff have completed 'DVA Early Detectors' training. Mandatory training rollouts are taking place across the Housing and Property Management service to ensure that all our staff are equipped to identify and respond to domestic abuse.,
- We are delivering a tenancy visiting programme which aims to visit 23,000 tenanted homes over three years.





2.3 Getting Involved:

We set this standard to ensure every tenant can get involved in their community and influence housing decision-making.

2.3.1 To achieve this, we committed to:

- Offer a range of ways for you to get involved in decision-making around housing
- Enable local networks and active residents to make positive contributions to neighbourhoods
- Continue to test out new ways of involving our residents to broaden our reach
- Provide information on the performance of our services so you can effectively hold us to account

2.3.2 How we performed in 2024/25:

- 1021 residents engaged in Camden's tenant satisfaction measure survey.
- In our Tenant Satisfaction Survey, 55.90% were satisfied that we listened to their view and acted upon them, which is a 9% increase from the previous financial year. In 2024/2025, we held 10 Neighbourhood Action Days, alongside two Heads of Service events, and four District Management Committee (DMC) meetings.

2.3.3 What this means for residents

- Increasing tenant participation: Increase in participation of residents that took part in the satisfaction survey, and satisfaction that Camden listens and acts increased.
- Improving performance against our Service Standards: Engagement through co-designed standards and events shows we're building a more transparent and accountable housing service, but more work is needed to ensure all groups feel equally represented.

2.3.4 Ongoing improvements/what's changing next in 2025/26:

- Co-designed and launched new Service Standards with tenants to improve the customer experience and ensure services are clearer and more responsive to residents' needs.
- Worked closely with a tenant working group to co-deliver a successful Resident Action Day, designed to boost housing participation and strengthen community connections.
- Delivered 10 Neighbourhood Action Days as part of our annual programme, providing residents with direct opportunities to discuss issues, share feedback, and access support.
- Created new two-way communication channels through Resident Action and Neighbourhood Days, enabling more open dialogue between tenants and housing teams.
- Launching the 100 Tenant Network, a new platform for residents to collaborate with the Council in shaping housing services, policies, and improvement projects. The first project identified is reviewing the Enhanced Tenant Policy.



2.4 Resolving Repairs:

These standards aim to ensure any repairs to homes and communal areas are resolved and safety issues addressed.

2.4.1 To achieve this, we committed to:

- Where possible, carry out repairs to the [Decent Homes Standard](#)
- Provide a range of ways for you to report repairs.
- Be polite and friendly when attending your home and tidy the work area.
- Carry out relevant health and safety checks in your home and communal areas and work to resolve any hazards.
- Equip and train our repair team to ensure our staff have the right skills to carry out the job.
- Work with contractor partners when needed and ensure their work is consistent with our standards.

2.4.2 How we performed in 2024/25:

- In 2024/2025, an 84.5% of all non-emergency job repairs were attended on target, and 85.9% of emergency repairs were attended on target. Whilst performance around non-emergency repairs are above London

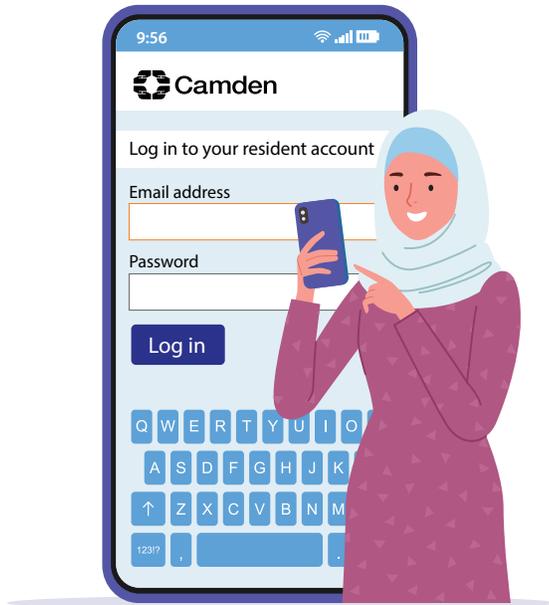
average, the emergency repairs is below, and ongoing improvement is in place with the introduction of a new system and repairs policy to ensure improved performance and classification of repairs into emergency and non-emergency are well defined.

- In 2024/2025, 99.1% of domestic gas safety checks were carried out, 99.9% of homes where required asbestos management surveys or re-inspection have been carried out, and 99.9% of homes for which all legionella risk assessments have been carried out. Finally, 98.3% of homes for which all required communal passenger lift safety checks have been carried out.
- Regarding fire safety checks, in 2024/2025, 98.4% of homes which all required fire risk assessments have been carried out.
- 64.50% of our respondents of the TSM survey said they are satisfied with our repairs, which is 1.5% less than the satisfaction rating of the previous financial year, but in line with London average (64%).



2.4.3 What this means for residents

- Improving overall quality of homes: High levels of compliance show our homes are safe and well-maintained.
- Increasing fire and gas safety, damp and mould works and warm homes: Based on our performance, it evidences our efforts to show we are ensuring tenants homes are safe and free from hazards. Also, a new co-designed Repairs Policy is in place to clarify repair standards and timescales.
- Working towards Decent Homes Standards: Repairs are mostly completed on time, but satisfaction fell slightly, showing that while safety and compliance are high, residents expect a better overall repairs experience.



2.4.4 Ongoing improvements/what's changing next in 2025/26:

- A new Repairs Policy is being developed and will set out clear standards and repair timescales to ensure greater transparency and accountability.
- Repairs service improvements: To strengthen our repairs service, we have introduced enhanced performance monitoring, increased digitisation across repair processes, and created a dedicated Lessons Learned role to drive continuous improvement.
- Self-serve Repairs Portal: A new online portal is being developed to enable tenants to easily book, track, and manage their repairs at a time that suits them.
- New systems: A new compliance system is being developed to provide real-time tracking of safety checks and actions, strengthening accountability and assurance across our housing stock.
- Finally, recruitment is ongoing for 25 additional in-house heating staff to expand in-house repair capacity.



2.5 Paying Your Rent:

This set of standards aims to make rent payments simple and work together to resolve any issues with payments.

2.5.1 To achieve this, we committed to:

- Make it clear and easy to pay rent.
- Work collaboratively with you to resolve any arrears and manage future payments.
- Keep you informed of any changes to the rent

2.5.2 How we performed in 2024/25:

- In 2024/2025, there was £885,000 reduction in arrears, which was 4.97% decrease from the last financial year.
- In 2024/2025, 6,508 phone calls were made, 5427 calls were received, 194 office interviews were conducted, and 651 home visits were made.
- In 2024/2025, Camden residents made over 400,000 transactions through 14 different payment methods, and Bank Payments made up approximately 24% of the transactions.

2.5.3 What this means for residents

- Supporting more tenants to pay rent and sustain tenancies: We're making it straightforward to pay and easier to get support if you fall behind. As almost half of the residents are reducing their debt, showing many are

successfully sustaining their tenancies with Camden's support.

- Preventing more households from becoming homeless: Earlier intervention and multiple payment options have helped more residents stay in their homes.



2.5.4 Ongoing improvements/what's changing next:

- Rent Sense system introduced which uses predictive analysis to identify tenants at risk of arrears earlier.
- The government has agreed that, starting from April 2026, social landlords can increase rents by CPI + 1% per year for up to 10 years. This means we will be working on a long-term Housing Revenue Account plan to plan repairs, safety improvements, and housing investments over the long term.
- We are waiting to hear from Government about measures to re-introduce Rent Convergence (a method to align social rents to target rent where they are currently lower).



2.6 When Things Go Wrong:

We set this standard to make sure everyone in housing and property responds effectively when things go wrong, and we continuously learn from it.

2.6.1 To achieve this, we committed to:

- We make available our complaints policy.
- Ensure making a complaint is as simple as possible.
- If you make a complaint, we will aim to make contact as soon as possible and keep you updated during the process.
- Once the investigation is complete, we will clearly explain the outcome and any next steps
- Learn when things go wrong and use this to keep improving our services.

2.6.2 How we performed in 2024/25:

- In 2024/2025 106.4 Stage 1 complaints were received per 1000 homes, and 89.3% stage 1 complaints were responded to within policy timescale (15 days), over 10% higher than London average (76.5%).
- 24.3 Stage 2 complaints were received per 1000 homes, and 52.8% complaints were responded to within the complaints handling code timescales (25 days). Our performance in how we handle stage 2 complaints is well below the London average (73%), and we are putting in place improvement plans to ensure there is improvement in this area.

- 28.30% of the respondents to the tenant satisfaction measure were satisfied with our approach to handling complaints, in line with the London average of 27%.
- 80% of respondents of the Kwest Survey agree with the ease of making complaints, and 87% say staff contacted them while looking into the complaints.

2.6.3 What this means for residents

- Better complaints handling: It's easy to make a complaint, and most residents are contacted during investigations, but timeliness and outcomes need to improve.
- Increasing awareness of how we're performing and learning: Feedback from complaints is increasingly used to identify service improvements, helping us learn from mistakes.

2.6.4 Ongoing improvements/what's changing next in 2025/26:

- We now regularly share information about complaints and service learning in **Housing News** to keep all tenants informed and aware of how their feedback is driving improvements
- Two dedicated **Lessons Learned Leads** have been appointed to monitor repairs performance and ensure that tenant feedback directly informs service improvements.

3. Conclusion: What we have learned and what matters most

3.1 What we have learned and what matters most

This first annual review shows that Camden is making progress against the Housing and Repairs Service Standards, particularly in keeping homes safe, supporting people most in need, and improving neighbourhood safety and cleanliness. High compliance with safety checks, reductions in rent arrears, and increased support for residents experiencing domestic abuse demonstrate important improvements.

At the same time, the review highlights areas where residents' experience needs to improve. Satisfaction with repairs and complaint handling remains lower than we want it to be, and residents have told us clearly that timeliness, communication, and follow-through matter as much as meeting technical standards.

- Based on this review, our main priorities are to:
- Improve the repairs experience, including communication, appointment management, and consistency
- Strengthen how we respond when things go wrong, particularly at Stage 2 complaints
- Continue improving how residents can influence services and see the impact of their feedback
- Build on progress in neighbourhood safety, anti-social behaviour, and support for domestic abuse survivors

We are committed to being open about how we perform and how we improve. Residents can keep up to date with our performance, including key service standards and Tenant Satisfaction Measures, on our website: [Housing and property management key performance indicators \(KPIs\) - Camden Council](#)



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