

2024

Tenant Satisfaction Measures

Performance report for residents



L&Q

“

Welcome to L&Q's first
Tenant Satisfaction
Measures report.

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An introduction from our Resident Chair

Welcome to L&Q's first Tenant Satisfaction Measure report. This document will tell you how we're doing against the 22 new performance measures set by the Regulator of Social Housing for all social housing providers.

The new measures are important, as they give you an overall view on how we're performing against the things that matter most to you. They're a mix of results from things we do and monitor throughout the year, such as how long it takes us to deliver repairs and respond to complaints, and your views about your home and the service you receive from us*.

As you go through the report, you'll see that we've set out our results against each measure, along with some themes or examples of what you told us, and what we're doing to improve our performance in future.

At L&Q, we believe that everyone deserves a quality home that gives them the chance to live a better life, and we want to deliver this by providing safe, high-quality homes, services and support for you, but you'll see from these results that in some areas, we must do more to make sure we achieve this aim.

As a member of L&Q's Group Board (a panel of directors who hold the organisation's Chief Executive and their team to account) and Chair of its Resident Services Board (a formal group of tenants and leaseholders who help to govern what L&Q do), my priority is to make sure that L&Q is putting residents at the heart of everything it does, and challenging when homes and services don't meet the standard you deserve.

It's clear from what you told us that we need to improve how we manage your homes, and keep you informed and reassured. We're taking this very seriously, and are already on a journey to tackle the things you've told us aren't right.

A key part of this is making sure that your voices are heard when making decisions that affect you. That's why I'm delighted that we're working with an ever-growing body of involved residents who are helping L&Q to make improvements to our performance every day. This year, thousands of you have taken part in activities to tell us what you think, from online research and focus groups, to giving your time on resident panels and helping us to recruit new colleagues, and we could not value you volunteering your time and expertise more.

I can assure you that myself and our wider involved resident community will be working closely with the team at L&Q this year to ensure that we're making important changes that mean you're more satisfied with your home, and the service you receive from us.

Find out more about how to get involved in the conversation this year on page 34 of this booklet.



Fayann Simpson OBE
Senior Independent Director and
Chair of Resident Services Board

* The results in this report are based on a survey of social and affordable rented housing residents and shared owners only, as private rented and outright leasehold homes are not regulated by the Regulator of Social Housing.

A message from our Chief Executive

The results in this first Tenant Satisfaction Measures report tell us that there are some key areas where we absolutely must get better, and we are resolutely dedicated to listening to your voice to help to help us do this.

While we know that average satisfaction after each individual repair received is good, you've told us that your overall impression of our repairs service is that it needs to be more effective and well-coordinated, and that there needs to be more of a focus on repairs and services that help you to feel safe in your home. You've also told us that you want more responsive and understanding customer services, and need more confidence that we are listening and acting when things go wrong, particularly when you've made a complaint.

I want to reassure you that L&Q is committed to delivering on the improvements needed to tackle these issues. In 2021 we published a new strategy, called Future Shape, which you can find by searching 'L&Q Future Shape' online. This sets out our priorities to invest more in the safety and quality of your homes, and to deliver reliable and consistent services.

Much of the work we set out in this plan is long term, which means that we can tackle the big issues that we know are contributing to your satisfaction – this includes things like our Major Works programme, which will see us install thousands of new kitchens, bathrooms, windows, doors, roofs and building safety measures over the next 14 years. We'll also continue to deliver the UK's largest building safety inspection programme to ensure your homes meet new safety standards, and will be progressing extensive work to design better information-management systems, so that you only have to explain what you need from us once. Although these activities will take some years to reach all of your homes, we are already seeing gradual improvements in our day-to-day performance, and the feedback we've gathered from residents so far.

As part of the changes we're making, we also constantly review our customer services and are making improvements to training and processes including complaints, so you get a faster, and better quality response when things go wrong, and are always treated with the respect you deserve.

As well as investing heavily in these fundamental changes, we're also trying to tackle some of the bigger problems that you might be facing, particularly if, like the majority of L&Q residents, you live in London. This is because as well as homes being smaller and more tightly packed, the national shortage of social rented homes is worst in the capital. These factors mean that overcrowding and antisocial behaviour are more common, resulting in a higher need for repairs, so you may be more likely to be unhappy with the condition of your home, and feel less safe.

Taking a long-term approach means that we can secure good suppliers and make sure we're getting the best value for your money, so that we can afford to deliver as many vital works as we can each year.

As you'll see from some of the case studies in this report, this is already having a positive impact on lives. In addition to this, getting best value for our repairs means we can continue to invest in building new homes, to provide more much-needed affordable housing in both London and Greater Manchester where we operate.

You'll be able to read more about what we've done and plan to do throughout this report. I'd like to take this opportunity to extend my heartfelt thanks to all of the residents who have contributed to our improvement journey, either through your continued involvement or by taking the time to respond to our surveys. I look forward to hearing more from you over the coming year.



Fiona Fletcher-Smith
Group Chief Executive

What are Tenant Satisfaction Measures?

In April 2024, the Regulator of Social Housing introduced a new requirement for all social housing landlords, like L&Q, to report on a set of measures that tell you how well we're doing at providing quality homes and services each year.

These are called Tenant Satisfaction Measures (TSMs).

The measures are designed to improve standards for people living in social and affordable housing. They will do this by showing you how well we're doing on important things like delivering repairs, dealing with any complaints and treating you with respect, and they'll also help you to hold us to account when we're not performing as we should.

The TSMs are grouped into five themes – this report will tell you how we're doing against each of these:

- 1 Keeping properties in good repair
- 2 Maintaining building safety
- 3 Respectful and helpful engagement
- 4 Effective handling of complaints
- 5 Responsible neighbourhood management

How we measured our performance

The Regulator asks us to report on views from both social and affordable rented housing residents, and shared owners.*

We commission an independent survey company to contact residents and capture your thoughts on how satisfied you are with your home and the services we provide to you.

Residents are randomly selected to take part in the survey. However, we make sure that we are talking to a mix of different types of tenants and shared owners that reflect the make-up of the people who live in L&Q homes.

There are no rules that tell us exactly how we should collect your views. We've chosen to use a mix of survey methods, as it helps us to collect different types of feedback and it provides residents with different ways to take part. For example, postal surveys are provided to supported living residents so that a friend or family member can help them to take part if needed.

How we listen all year round

Monitoring and reporting our performance against the new satisfaction measures isn't the only way we listen to and learn from residents. We carry out a variety of surveys all throughout the year to make sure that we know how you feel and can address any issues as soon as possible. These include surveys immediately after you've received a repair from us, or we've dealt with a complaint from you.

We also offer lots of opportunities for you to work with us to develop and test our services – from taking part in online research or helping us to recruit new colleagues, right up to our formal Resident Services Board.



* This is because private rented and outright leasehold homes are not regulated by the Regulator of Social Housing.

What this report will tell you

We're reporting on 22 different Tenant Satisfaction Measures which are set for all housing associations by the Regulator of Social Housing. Some of these are based on information we hold about how we manage your homes and services, and some of these are based on your views.

For each TSM theme we'll share the results for each measure, as well as more information about what you told us, and our improvement plans.

How to understand the results

The Regulator of Social Housing asks us to report separately on views from both social and affordable rented housing residents, and shared owners.

As there are several different types of homes included in these descriptions, it has grouped them into two different categories as follows:

Regulatory category	Types of homes included in this
Low Cost Rental Accommodation (LCRA)	<p>Social rented Homes where rent is set by Government, usually at around 50% less than the average private rent for the area. Sometimes called 'General needs housing'.</p> <p>Supported living Social rented homes, where residents need some form of support to live in their home – this includes homes that are managed by L&Q, but support is provided by another company. Most homes of this type are managed by our supported living business, called L&Q Living.</p> <p>Affordable rented Homes where the rent is set at lower levels than the average private rent for the area (usually 20%-30% less). This includes rent types like Intermediate Market Rent and London Living Rent.</p>
Low Cost Home Ownership (LCHO)	<p>Shared ownership Homes where residents have bought a share of their home and pay rent to L&Q for the remaining share. This includes homes where the landlord is L&Q, but the building is owned and services are provided by a different company.</p>

This report gives two results against each satisfaction measure:

LCRA Satisfaction – views from Low Cost Rental Accommodation residents only

LCHO Satisfaction – views from Low Cost Home Ownership residents only

The Tenant Satisfaction Measures

Things we do

Measured by information we hold about how we managed your homes and services between 1 April 2023 and 31 March 2024

Things you've told us

Measured by the percentage of residents who said that they were satisfied when asked about their personal experiences

Overall satisfaction Result on page 10

Overall satisfaction

Keeping properties in good repair Results on page 14

Homes that do not meet the Decent Homes Standard

Satisfaction with repairs

Repairs completed within the target timescale

Satisfaction with the time taken to complete most recent repair

Satisfaction that the home is well maintained

Maintaining building safety Results on page 18

Gas safety checks

Satisfaction that the home is safe

Fire safety checks

Asbestos safety checks

Water safety checks

Lift safety checks

Respectful and helpful engagement Results on page 22

Satisfaction that the landlord listens to tenant views and acts upon them

Satisfaction that the landlord keeps tenants informed about things that matter to them

Agreement that the landlord treats tenants fairly and with respect

Effective handling of complaints Results on page 26

Complaints relative to the size of the landlord

Satisfaction with the landlord's approach to handling complaints

Complaints responded to within Complaint Handling Code timescales

Responsible neighbourhood management Results on page 30

Antisocial behaviour cases (relative to the size of the landlord)

Satisfaction that the landlord keeps communal areas clean and well maintained

Satisfaction that the landlord makes a positive contribution to neighbourhoods

Satisfaction with the landlord's approach to handling antisocial behaviour



You can find more detailed information about the Tenant Satisfaction Measures and how they're regulated by clicking [here](#)

TSM Results

Overall satisfaction

Taking everything into account, how satisfied or dissatisfied are you with the service provided by L&Q?

Overall satisfaction with the service provided by us...



You told us

“Residents of affordable rented homes told us that the most important thing to them is a well-maintained, safe home and caring customer services, which are easy to deal with, hear their concerns and act on them.”

“Residents who are dissatisfied are most likely to say that we didn’t respond to or act on their issues and requests, that our communication is poor, or that we have either not carried out the repairs they need, or done them to a poor standard. Shared owners may also say they are unhappy with their rent and/or service charges.”

“Shared owners told us they value the way we listen to, and act on their views the most, with fair and transparent service charges also being important.”

“Residents who are satisfied are most likely to say that we’ve delivered good customer service and responded to them in good time.”



How we’re improving

- We’re one year into a £3 billion long-term major works programme which will improve the safety, comfort and environmental performance of resident’s homes and buildings – this will include fitting 48,000 new kitchens and 42,000 new bathrooms over the next 14 years, alongside a range of other improvements
- We’re changing our repairs service so that we can deliver more everyday repairs, more quickly. We’re doing this by delivering more large repairs through the above major works programme, and increasing the amount of day-to-day repairs we deliver first time
- We’ve increased the size of our housing management and customer services teams, and put new training in place for all of our resident-facing colleagues, to help them communicate with you in a clearer, empathetic, and timely way
- We’ve updated the way we train colleagues to identify, record information about, and support vulnerable residents, so we can recognise where you may need extra support more quickly. We’re carrying out visits to vulnerable residents to make sure we fully understand what type of needs we might need to make adjustments for
- We’re addressing shared ownership satisfaction by looking at how we can simplify the way we work with building owners and managing agents in blocks where we’re not the owner, so that we have more control or influence over the services residents receive and pay for
- We’ve also started a review about how we carry out affordability checks for new shared owners to reflect the rising cost of many services.



Find out more about our offer for vulnerable residents on page 35.



Camberwell Resident thrilled with new wheelchair-friendly kitchen and bathroom

Our Major Works Investment Programme delivers thousands of improvements works each year to improve the safety, comfort and environmental performance of residents' homes.

Camberwell resident Ian Ricketts says he finds it much easier to cook and clean after his kitchen and bathroom were replaced as part of the works delivered this year.

Ian, who uses a wheelchair, was initially offered a new kitchen, fitted by one of our ten programme partners, Axis.

Before the work started, we identified Mr Ricketts would also benefit from a new bathroom. As a result, a new shower and toilet was fitted along with new flooring, tiling and panelling.

Mr Ricketts says we went above and beyond by working with occupational health advisors to make sure that his new cooker and sink were installed at a suitable height.

He said, "It was a bit of a stretch to get to them before. They lowered it, which is just amazing. It's so much better. It's much easier to wash up and it's far less dangerous to cook. "They even fitted a new induction hob which cools down quickly, so it's much safer."

"I've always cooked before, but I had to use a perching stool, which made it awkward. It's much easier now. I made spaghetti bolognese the other day and I was able to chop up all the vegetables and it was so much better.

Mr Ricketts was extremely happy with our contractors who completed the works at his home within a week.

"I feel really happy that I got a new bathroom as well. The toilet was so low I'd had to put an extender on to make it higher so I could get off."

For more information about the Major Works Investment Programme please click [here](#)

“

Stacy at Axis was really helpful and L&Q went above and beyond. I didn't think I'd be able to have a lower cooker or sink, so I was going to make do but she went out of her way to make sure I got these.

”

Ian Ricketts,
Camberwell resident



The first major works improvements to homes in the North West will begin in 2024, after we appointed United Living Property Services as our partner to lead the programme in this region.

TSM Results

Keeping properties in good repair

What we've done		Result	
Homes that do not meet the Decent Homes Standard As a % of all homes managed		1.88%	
Repairs completed within the landlord's target timescale	Emergency responsive repairs*	93.24%	
	Non-emergency responsive repairs*	70.72%	
What you've told us		LCRA satisfaction	LCHO satisfaction
Satisfaction with the overall L&Q repairs service over the last 12 months		61%	N/A**
Satisfaction with the time taken to complete most recent repair		56%	N/A**
Satisfaction that the home is well maintained		58%	N/A**

* Responsive repairs are day-to-day repairs that we carry out when you report them to us. We have not provided detail regarding the target timescale for these, as we have different targets dependant on the type of repair (for example: some emergencies must be responded to within four hours, but others can be responded to within 24 hours)

** Shared owners are typically responsible for their own repairs to the inside, and sometimes the outside of their home, so The Regulator does not require us to report LCHO results for these measures.

You told us

“They do their best to make the customers happy – they do come out and make things right.”

“They seem to be responding to repairs quicker and seem a lot more interested in the property maintenance.”

“When there is a problem, they respond immediately.”

“[They leave] unfinished jobs, and every time I call it's just the same.”

“I have been told one thing by one person, a different thing by another. I repeatedly need to chase things up to be completed.”

“They never get any work done on time and are always putting me off.”

How we're improving

- Our long-term major works programme has already delivered over 8,000 improvements to bathrooms, kitchens, windows, roofs and other building elements, and is on track to deliver at least 5,000 more this year
- In addition to the above, this year we'll deliver over 6,000 energy efficiency improvements to make homes warmer and cheaper to run
- We've launched a project to improve the way we deliver repairs so you get a faster, better quality service which offers you more choice – since April 2023 we've reduced the average amount of time it takes us to deliver day-to-day repairs by 12 days
- As part of this we're also now fixing 76% of day-to-day repairs first time (beating the target of we set ourselves of 75%). We're expect this figure to continue to rise over the coming year – we're already completing 83% of smaller jobs on our first visit
- We created a new roofing team to improve the way we deliver roof repairs – as a result our first-time fix rate for this type of work increased by 6% in March
- Since 2020 we've made over 23,500 home visits and fitted around 17,000 humidity sensors to prevent and tackle damp and mould through our Healthy Homes Project
- We've written to all residents of affordable rented homes with a new repairs responsibility booklet, so you know what our repairs offer is, and what your responsibilities are
- We've introduced compulsory training for all colleagues to make sure that they are accurately recording information about you and your home, which means we can offer you a better coordinated repairs service. So far this has been completed by 99.9% of our team
- We're making a major investment in new information systems that will help us to better manage repairs and planned works for your home. This will also mean that over the next few years, you can expect more choice in how you manage your home online, and we should become easier to deal with however you choose to contact us.

Your satisfaction with the maintenance of your home throughout the year

As well as monitoring satisfaction against the new measures in this report, we carry out surveys immediately after delivering some services throughout the year, to make sure that we know how you feel and can address any issues as soon as possible.

Here's what you told us this year:

- 75% of residents in affordable rented homes were satisfied with the service after receiving a repair (down from 76% the previous year)
- 76% of residents were satisfied with the service after receiving planned maintenance - usually major works such as replacement kitchens, bathrooms, roofs or windows, or works to shared spaces, such as redecorating (up from 66% in the previous year – 2022/23 data based on London/South East residents only*)
- 81% of residents in new build properties were happy with their home one year after moving in (up from 80% in the previous year).

* L&Q homes in the North West were managed by Trafford Housing Trust until April 2023, and comparable data was not collected for them.

i Did you know? If you identify as a vulnerable resident you may qualify for reasonable adjustments to your home and services, and extra support with repairs. Find out more on page 35.



Working with residents to improve our repairs service

Getting residents involved with our Repairs Change Project means means we're shaping our services to meet your needs.

Lesley Hannabuss from Bexley has been an involved L&Q resident for over 10 years. During this time, she has been involved with various volunteering opportunities such as recruiting new colleagues for our Direct Maintenance team, the resident annual conference and the reviewing of our complaints procedure.

Lesley recently joined 13 other residents from across the country who took part in online repairs improvement sessions in December 2023. These were a part of our Repairs Change Project which is seeking to provide you with a faster and more efficient repairs service. We wanted to understand your experience when reporting a repair on 13 key areas, from the moment you request a repair to the point we complete it.

Here's what she said about her experience "Resident involvement is vital as it means L&Q get a clear idea of what is needed and how things affect residents. This knowledge is important when considering different services that L&Q provide. Without the input, L&Q can only 'guess' what is required which potentially leaves a lot of room for error."

Lesley believes by working together, residents can build a positive relationship with L&Q, and that understanding some of the challenges of delivering repairs can help reduce the feeling of frustration when reporting a repair. She said, "L&Q have a very real commitment to getting things right and this is clearly demonstrated at every meeting that I attend."

Of the repairs improvement sessions, Lesley says, "The focus was on really wanting to know the entire experience of logging a repair, every little detail that adds to the frustration faced by residents which can overshadow the positives."

"Often residents feel that by expressing their dissatisfaction they are moaning or being unreasonable and I am sure this project also had an impact on staff becoming more understanding of the problems faced by residents with repairs."

After the initial sessions, Lesley and fellow residents joined us for a follow-up session in January 2024 to review the findings.

"The initial meeting was focused on an 'warts and all' feedback of the problems which was very encouraging with the follow up session showing that residents were being listened to, and that there was a real commitment for change."

The research has shown four main areas we need to improve on: communication during the repairs process, wait times, quality and customer service. Lesley felt "very hopeful" with the results and that things will change.

“

I would encourage residents who have the time and inclination to become involved and work with L&Q so that their voice is heard and things are improved. I am sure that they would be amazed at how welcome they would be made to feel and that their contribution would be valued and most of all their input can result in real change.

”

Lesley Hannabuss,
Bexley resident

Our repairs offer sets out what we'll repair and what we expect residents to repair. To learn more about what our repairs offer is, how we expect you to look after your home and when we will carry out repairs, click [here](#).

TSM Results

Maintaining building safety

What we've done All as a % of required checks completed	Results for homes where L&Q is responsible for safety checks*	Results for all homes, including where another managing agent is responsible for safety checks**
Gas safety checks	98.90%	87.86%
Fire safety checks	99.40%	85.18%
Asbestos safety checks	98.59%	69.11%
Water safety checks	97.74%	65.52%
Lift safety checks	99.21%	69.77%
What you've told us	LCRA satisfaction	LCHO satisfaction
Satisfaction that your home is safe	66%	54%

* These results show the percentage of checks completed in homes where L&Q has the legal responsibility to carry these out.

** These results show the percentage of checks that we are able to confirm as complete in all of the homes covered by this report. This includes homes where another managing agent is legally responsible for safety checks (this often includes homes in buildings where not everyone is an L&Q resident, and the managing agent has been appointed by another landlord, or the building owner). For these homes, we rely on managing agents to provide us with this information. These results are much lower than the L&Q figures as, at the time of writing, only 23% of managing agents had responded to us when we asked them to confirm that these checks had been done. Those that responded to us confirmed that 100% of required checks were complete. We will continue to work with the remaining agents to make sure they are carrying these checks out.

You told us

“We have new windows and doors, we have regular gas checks and electrical checks and I feel safe when these people come to do work.”

“My property is safe, secure and maintained.”

“I've never had any problems. We get a gas safety check every year.”

“I didn't really know what was happening as L&Q information was absent, delayed or contradictory.”

“There's no consultation with tenants on things that go ahead.”

“L&Q should make residents feel like they're actually listened to, and to improve the line of communication.”

How we're improving

- Where L&Q is responsible for safety checks we perform well, but always strive for 100% as these are required by law. One of the biggest problems we face is getting into homes and buildings to do the work – we're improving this by:
 - Providing at least 48 hours notice of checks (and usually more than this)
 - Offering out of hours appointments to help residents with daytime commitments to let us in
 - Introducing 'suited locks' to shared spaces in buildings where we can – this means that we can use a master key to get in and carry out essential works without disturbing residents
 - Creating a dedicated team to collaborate with residents in developing new ways to make it easier for you to let us into your homes when needed
- As a very last resort, taking residents who repeatedly refuse to let us in to court
- We've improved the way we manage our contractors to make sure safety checks happen when they should, and are carried out well
- We've reviewed the way we work with other managing agents who are responsible for safety checks and will be making improvements to this in the coming year
- As well as our work to improve performance against the essential safety checks measured here, we're also carrying out one of the UK's largest building safety inspection programmes, covering 32,000 homes in 1,850 buildings
- We have a dedicated fire safety engagement team to make sure we're keeping residents who live in buildings which need inspection up to date
- We've now inspected 1,127 buildings and confirmed that 721 (over 16,000 homes) don't need any works to meet new building safety standards. We're on track to complete all of the inspections needed by our target date of 2026.
- 212 of the inspected buildings need works, and these are in progress at 161 (we are awaiting inspection results for the remaining buildings).

We know that for you, safety is also about how we respond to repairs and reports of anti-social behaviour, so you'll find updates on how we're improving in these areas on page 14 (repairs) and 30 (anti-social behaviour).

Did you know?

Regular checks for gas, fire, asbestos, water and lift safety are vital to keep you and your neighbours safe and are required by law.

Sometimes we're not able to do these when we need to because we can't get into homes or buildings. We'll always give you at least 48 hours' notice of checks happening (unless there's an emergency, such as a gas or water leak). It's very important that you make sure you're at home to let us in, or if you can't be at home, call us to book another appointment.



Find out more about our building safety work, including how to request your Fire Risk Assessment report, and advice to keep your home safe from fire by clicking [here](#)



Listening to your views on building safety

L&Q is delivering one of the largest building safety inspection programmes in the UK, covering 32,000 homes in 1,850 buildings. We're over halfway through this and over 16,000 residents' buildings meet new safety standards, however, we know we can do more to reassure residents about the work we're doing.

We worked with a group of residents from London and the North West to hear about their personal experiences and how they would like to be kept informed about important decisions affecting their building.

Over five online sessions, residents and L&Q colleagues created a framework to set out how we can keep residents better informed about building safety inspections and works.

We asked a regional committee member to tell us what she thought about the initiative. Here's what she said:

"I think it's a very positive move. It's helped residents become aware of the building safety aspect, especially high-rise buildings like my own. I've lived in my building for over 40 years – it's 23 storeys high. I think the sessions should continue but with face-to-face meetings, so it considers those that aren't tech-savvy. I do love that the current sessions consider vulnerable people."

"I've always been aware of my fire safety procedure leaving the building, but others aren't," she said. "It's important that people get involved with the area they live in, so that they can be aware of how things work and L&Q can cater to their needs. Their views will be taken on board."

Residents told us how we can improve our communication methods, to consider resident accessibility and how we can display information to make it easier to understand.

All our high-rise blocks will receive a personalised Resident Engagement Plan developed in partnership with residents from that block, with resident workshops taking place over the next year. We're committed to making the resident voice central to every aspect of building safety and providing a wide range of opportunities for residents to actively take part in the ongoing safety of their building.

“

I'd love more people to get involved – it's because I get involved and talk to L&Q staff that things are changing for me.

”

L&Q resident and regional committee member

Did you know?

At L&Q, we carry out Person-Centred Risk Assessments (PCRA) to residents who may be more vulnerable in a fire - we share this information with the Fire and Rescue Services (fire brigade). We also carry out regular fire risk assessments to make sure fire equipment in your communal areas are in good working order.

TSM Results

Respectful and helpful engagement

What you've told us	LCRA satisfaction	LCHO satisfaction
Satisfaction that L&Q listens to your views and acts upon them	46%	20%
Satisfaction that L&Q keeps you informed about things that matter to you	56%	38%
Agreement that L&Q treats you fairly and with respect	70%	52%

You told us

“The people at customer services are always really lovely and understanding of every situation. It is easy to speak to them.”

“Everyone is polite and helpful. I am house bound and they are very understanding with me.”

“It's all about service and they provide with care and understanding.”

“It can be quite hard to get hold of people... there's a lack of communication, and people not taking responsibility.”

“They do not give me what they promise. There is no transparency of what I am paying for. It does not give me a feeling of trust.”

“I think they are not really connected to the tenants to see if they are happy or not.”

Did you know?

In April we launched a new Resident Rights hub on our website, where you can find everything you need to know about your rights and responsibilities in relation to your home, and how to complain when you feel we've got something wrong. Visit www.lqgroup.org.uk/your-home/resident-rights to find out more.

How we're improving

- Since 2022 we've increased the number of colleagues in our Housing Management team by 30%, so we can respond to you more quickly
- We've introduced compulsory tone of voice training for all colleagues to make sure we speak and write to you in an understanding and respectful way – 99% of colleagues have now completed this
- Where possible, we've worked with residents as part of the recruitment process for key roles in Housing, Complaints and Maintenance, to make sure we employ people who are passionate about doing the best for you
- We're making major investments in new housing management systems and technologies that will improve how we manage your information and communicate with you
- We've created a new Leaseholder Forum group for shared owners and leaseholders, to help us understand and respond to your issues
- We've introduced a new, quarterly newsletter for shared owners, and are carrying out research to learn more about what you'd like to hear from us, and how
- We support the principles in the Leasehold Reform Bill to improve protections for shared owners
- and will be working with a group of residents to trial a new way of presenting service charge estimates in a clearer and more transparent way this year
- It's important to us that our homes are genuinely affordable and provide best value for money for residents, so we're looking at how we can simplify the way we work with building owners and managing agents in future, so that we have more control over the services residents must contribute towards.
- We've also started a review about how we carry out affordability checks for new residents to reflect the rising cost of many services.

Your satisfaction with how we listen and act throughout the year

As well as monitoring satisfaction against the new measures in this report, we carry out surveys immediately after delivering some services throughout the year, to make sure that we know how you feel and can address any issues as soon as possible.

Here's what you told us this year:

- 65% of residents in affordable rented homes were satisfied with how we listened and acted after receiving a repair (up from 64% the previous year)
- 61% of residents were satisfied with how we listened and acted after receiving planned maintenance - usually major works such as replacement kitchens, doors or windows, or works to shared spaces, such as redecorating (up from 49% in the previous year – 2022/23 data based on London/South East residents only*)
- 46% of residents in new-build properties were happy with how we listen to and act on their views one year after moving in (up from 45% the previous year)

* L&Q homes in the North West were managed by Trafford Housing Trust until April 2023, and comparable data was not collected for them.



Find out more about opportunities to get involved with L&Q, including volunteering to help with recruitment or being a resident panel member, on page 34.



L&Q Residents speak out about stigma

Securing respect and understanding for everyone living in social housing starts with hearing the people who call it their home. At L&Q, we have been promoting resident voices through 'I am social': a campaign which aims to fight the stigma associated with social housing. To do this we've been working with five amazing resident ambassadors, who have shared their inspirational stories with us.

Meet retired nurse, Lorna

Lorna's life was turned upside down after her husband passed away from lung cancer in 2017. She moved to Limelight, our award-winning health and wellbeing hub located in the heart of Old Trafford, Greater Manchester. Whilst learning how to navigate life without her husband and through her devastating grief, it wasn't long before she was channeling her pain into something positive and inspiring – as she resolved to do something to help others in a similar situation.

With the help of Limelight, she set up a grief support group – a place that became a lifeline for people dealing with the death of a loved one.

"After losing Paul, I found that people didn't know what to say, because they were afraid of hurting my feelings. Whilst I was fortunate to have my daughters, grief can cause feelings of loneliness, with many left to fend for themselves."

She set up a bereavement group for residents and members of the community.

"Attendees found they had so much in common and spoke about everything from their own losses to grief in general during the 12-week sessions. To see people learn they're not alone and that they didn't have to suffer in silence was amazing," she said.

For Lorna, Limelight is a place of comfort and of belonging, where the faces are familiar, the routines settled, and residents look out for one another.

"Having this community right on my doorstep has changed my life," she said. "The difference between living at Limelight and living in the tiny bungalow I moved from is huge. When I leave my apartment, I bump into other residents, many of whom have become friends, and have friendly exchanges; all of which add to my sense of wellbeing and combat the loneliness of living alone."

"We have a residents' lounge where residents can get together and socialise and have access to a library, restaurant, opticians, pharmacy and doctors' surgery. It's a hugely positive and life enhancing place to live."

Our pet policy meant Lorna could have a feline friend again – and now Lorna is rarely seen without Hazel perched on the arm of her wheelchair.

"I adore cats and have had one by my side since the age of six. When I moved here, I had to let a very precious cat go. For me, after suffering with grief and depression, it was the difference between having a pet and going on antidepressants. Hazel is amazing and has brought me so much pleasure."

Did you know?

Limelight is one of the many later life living options that L&Q offer in both the North West and South East. It's specifically for older people who can receive help from having 24-hour care staff on-site.

The scheme allows people like Lorna to have their own home for longer without the need to move into a care home to receive help. It supports people with a variety of health conditions, including people who have suffered from strokes and require ongoing support.

Limelight also offers a range of free community activities and grants as part of our L&Q Inclusion programme. The programme aims to reduce isolation and improve health and wellbeing. This year, 89% of residents said that taking part had reduced their feelings of loneliness and isolation, with 20% saying they had visited a GP less often since the activities were introduced.

To hear from all of the I Am Social resident ambassadors please click [here](#)

TSM Results

Effective handling of complaints

What we've done	Result	
Complaints relative to the size of the landlord As the average number of complaints per 1,000 homes managed	Stage 1 complaints per 1,000 homes	151.3
	Stage 2 complaints per 1,000 homes	24.4
Complaints responded to within Complaint Handling Code timescales	% of Stage 1 complaints responded to within 10 working days	83.90%
	% of Stage 2 complaints responded to within 20 working days	35.80%
What you've told us	LCRA satisfaction	LCHO Satisfaction
Satisfaction with L&Q's approach to handling complaints	27%	10%

You told us

“I have received prompt and adequate resolution to my complaints.”

“When I phone about any issues or have a complaint the customer services are nice and deal with my concerns.”

“Whatever complaints we have are resolved quickly.”

“Complaints are not taken seriously and problems are not dealt with within a reasonable timeframe.”

“They need to listen to people then act on it, and not just say they will.”

“We've complained but nothing gets done.”



How we're improving

- We've doubled the size of our complaints team so we can respond to your complaints more quickly
- Colleagues who are responsible for sending you complaint responses now have the quality of these routinely checked every month
- We've improved the complaints information on our website to make it easier for you to tell us about things that have gone wrong
- We've reduced the number of active complaints by over 1,640
- A member of our Group Board and Resident Services Board, which is made up of L&Q tenants and leaseholders, is overseeing our work to improve the way we deal with complaints
- We've set up a Complaints Monitoring and Learning Group to help us improve services based on your feedback.
- Over 300 colleagues have completed new complaint handling training, so they can better support you by understanding, and addressing issues you may have
- We've updated the way we manage compensation, so if we get something wrong, you're compensated fairly based on how you've been impacted – you'll find our new compensation policy at www.lqgroup.org.uk/contact-us/complaints/make-a-new-complaint
- Every colleague involved in handling your complaints has a performance objective to make sure they are taking responsibility for resolving these and promoting a positive complaints culture – they'll be assessed on this every year

Did you know?

In 2023, research on the new Tenant Satisfaction Measures* showed that, on average, only 34% of social tenants were satisfied with their landlord's complaint handling. We know that our complaints performance needs urgent improvement, so we're listening to your feedback, and have invested more in complaints staffing and training than ever before.

* Source: Housemark - www.housemark.co.uk/news/first-look-at-tsm-results-as-housemark-publishes-mid-year-data



We offer a two-stage complaints process which meets the standards set out in the Housing Ombudsman's Complaint Handling Code. For more information on how to complain to us see page 34.



Improving our complaints handling process

You've told us that our complaint-handling process isn't good enough, so we've been collaborating with residents to improve the way we work with you when something has gone wrong.

Involved residents were invited to volunteer to take part in workshops where they reviewed a selection of complaint responses. Those that took part assessed and commented on how well we handled each case, according to our complaints handling procedure and our values of inclusion, passion, people responsibility and impact. The responses highlighted some of the good practice we demonstrated when handling the cases, as well as areas where we need to do better.

As a result of the workshops, we've changed the way we handle complaints, so that you receive a better experience from us from the moment you log a complaint with us and until it is resolved. This includes improving the way we keep you informed about how we're getting on with dealing with your complaint and any actions we're taking relating to this. This will give you a chance to query decisions, ask follow-up questions, and let us know if we've missed anything.

Gail Hutcheon, a South East resident who took part in the complaints workshops said: "Residents are able to have a voice so that L&Q can use their past experiences about complaints to learn and shape the change and allow residents to feel a part of the process."

“

I would definitely recommend that residents take up the volunteer opportunities no matter how small, as this is how change will be made. And I have seen that change first hand by the way in which my complaint was resolved.

”

Gail Hutcheon,
Forest Hill resident

Did you know?

Our resident involvement and accountability programme delivers a range of opportunities and training sessions to meet your needs as well as improving the services you receive from us. We have over 600 residents volunteering with us.

Find out more about what our resident involvement and accountability programme have done so far, the impact it has had on our services and how to become an involved resident member by clicking [here](#)

TSM Results

Responsible Neighbourhood Management

What we've done		Result	
Anti-social behaviour cases relative to the size of the landlord	ASB cases opened per 1,000 homes	48	
	ASB cases involving hate crime opened per 1,000 homes	0.7	
What you've told us		LCRA satisfaction	LCHO satisfaction
Satisfaction that L&Q keeps communal areas clean and well maintained		58%	46%
Satisfaction that L&Q makes a positive contribution to neighbourhoods		49%	28%
Satisfaction with L&Q's approach to handling antisocial behaviour		51%	26%

You told us

“The house is in a nice area. The people are quiet and friendly, thoughtful, the flat is warm and comfy.”

“I have never had any problems with L&Q. They come out if I have an emergency and the place is kept clean.”

“They are looking after the environment and garden is well maintained, as they regularly clean the communal area.”

“Response times can be pretty poor, and there's constant change over who's in control.”

“It's so messy, repairs are slower and I feel less safe.”

“The communal areas are not well looked after.”

How we're improving

- We've introduced new cleaning contracts for the shared areas of estates in the South East
- In the North West, services to look after the shared areas of your estate are delivered by Cleanstart, our landmark project which provides jobs for people who may find it difficult to secure employment elsewhere – to find out more visit www.lqgroup.org.uk/cleanstart
- We've introduced a new instant reporting system for communal cleaning, so our teams on estates can notify contractors immediately if something needs to be cleared up
- We've put 20 Domestic Abuse Champions in place in our Housing Management team, to help us to recognise residents who may be suffering from domestic abuse, and make sure they're receiving the right type of support
- Everyone in our Housing Management team has received training on how to effectively deal with noise-related anti-social behaviour, and we're now delivering wider training on anti-social behaviour handling to 250 resident-facing colleagues
- We're improving our working arrangements with local partners such as councils and police to help us tackle noise related ASB as quickly as possible
- We're using the experience you've shared with us on how we've handled ASB issues to help us continually improve the service we provide
- The L&Q Foundation provides services to support residents and their communities. Last year we supported residents to gain over £8m in additional benefits and helped 244 people into work
- We've supported over 120 community organisations and projects, including free tuition for young L&Q residents, and a wide variety of sports activities
- Every year we provide specialist support to hundreds of residents who may be in danger of losing their homes, as well as giving essential fuel and food vouchers to our most vulnerable households
- Our dedicated supported living service L&Q Living provides homes or support to more than 10,000 people, and provides services for people with mental health illnesses, people with learning disabilities, and older and young people.

L&Q Foundation

For more information about how the L&Q Foundation could support you and your community click [here](#)

Services are free and include:

- Employment advice
- Training opportunities
- Money management, debt and benefits support – including help if you are struggling to pay your rent
- Community centres (including seasonal food banks and warm centres)
- Funding for community projects.

Resident joins L&Q using our employment support and advice service

Established in 2011, the L&Q Foundation offers a variety of services to residents to help individuals and communities increase their skills and improve their financial strength.

Here we share Mujtaba's story...

Originally from Bangladesh, Mujtaba moved to the UK in 1988 and has rented his family home in Leyton, Waltham Forest from L&Q since 2007.

Following a varied career including roles from fundraising to support work and daycare, Mujtaba found himself without work in 2020 after the hospice he was working at paused his volunteer role.

While looking for a new opportunity, he attended courses arranged by the L&Q Foundation to learn new skills, boost his confidence, and improve his employment prospects. As part of this he also received employment support from the Aston Group, one of our partners, where he learnt interview techniques and benefitted from one-to-one advice.

Sadly, in early 2021, Mujtaba had a heart attack which left him gravely unwell. He spent six days alone in ICU, a period he describes as 'traumatic and frightening.'

Mujtaba's recovery was physically and emotionally taxing, but his desire to get back to work gave him a goal to work towards. Once his health showed signs of improvement, the time felt right for Mujtaba to take the first steps on his path to finding a new job. But after all that he had been through, including being out of work for well over two years, he knew it would be difficult for him to navigate this journey alone. Many of the roles on offer were also fully office based, a working arrangement which could jeopardise his health.

Mujtaba re-connected with L&Q's employment support service in 2023 and was encouraged to apply for a Housing Assistant position at L&Q by his adviser, Lee. Mujtaba was concerned that he lacked the experience needed to be appointed and succeed in post, but mentoring and advice from Lee helped him craft his CV and supporting statement, identify his key skills and learn tools and techniques to help him through the hiring process.

All that Mujtaba had learnt put him in a pole position and he was offered the job after being successful at the interview. Lee, worked with Mujtaba's new line manager on a tailored arrangement that involves flexible and remote working. Without this reasonable adjustment, Mujtaba's ongoing health issues would have prevented him from taking up the role and completing the intensive training course.

Employing residents in important roles like Mujtaba's is helping L&Q to shape its service based on their experiences. "I know what it is like to report a repair or be on the receiving end of a missed appointment", says Mujtaba. "That makes me well-placed to offer an empathetic and practical solution to residents".



The L&Q Foundation

The L&Q Foundation provides services, activities and funding with the aim of creating positive, lasting change for residents to help them live healthy and independent lives in thriving communities.

In the last year:



244

people were helped into work across a range of industries.



421

residents were given help to keep their tenancy.



£8.2m

of additional income was secured for 2,748 residents using Pound Advice.

To find out more about the L&Q Foundation, click [here](#)

Data is from 1 Apr 2023 to 31 Mar 2024



If you're worried about redundancy, looking for your first job, returning to work after a break, or taking the next step in your career, we can support you. Visit our [website](#) for more information.

If you're interested in using our employment support service or need some general career advice, please email us at Employmentsupport@lqgroup.org.uk

How to have your say at any time

Get involved

We're always looking for residents to work with us to help us improve the way we work. Opportunities include being part of our online research community, helping us to recruit new colleagues, or taking part in a range of groups and panels – right up to our Resident led Services Board.

Get in touch

You can give us feedback at any time:

- Email us at contact@lqgroup.org.uk
- Call us on 0300 456 9996, or 0300 777 7777 if you're a resident in the North West
- Speak to your Neighbourhood Housing Lead.



Find out more ways to get in touch at www.lqgroup.org.uk/contact-us

Make a complaint

We'll always aim to deliver homes and services that meet your needs, but if you're not happy, you can make a complaint to us and we'll do our best to put things right.

You can use the online form at www.lqgroup.org.uk/contact-us/webforms/complaint-form, or by calling us on 0300 456 9996. If you're a resident in the North West, please call 0300 777 7777.

Our complaints process has two stages:

Stage One

We'll acknowledge your complaint within five working days and send our decision within ten.

Stage Two

If you're not happy with our response you should let us know with your reasons why. We'll review your complaint and provide a full response and decision within 20 working days.

You can also contact the Housing Ombudsman Service for advice at any time during our complaints process. If you remain unhappy after our Stage Two decision you can also ask them for an independent review of your complaint:

Website: www.housing-ombudsman.org.uk

Phone: 0300 111 3000

Email: info@housing-ombudsman.org.uk



Find out about more opportunities to have your say and help shape our services by clicking [here](#)

Support for vulnerable residents

Our research has shown us that residents who are employed and identify as vulnerable (meaning that they may need additional care, support, or protection because of age, disability, or risk of harm) are more likely to be dissatisfied with their homes and the services we provide to them.

We are committed to making sure that everyone can use our services, no matter what your circumstances are. One way we can make sure this happens is by making reasonable adjustments where you need them. You can read more about this by clicking [here](#)



You can ask us to consider a reasonable adjustment by calling us on 0300 456 9996. If you're a resident in the North West, please call 0300 777 7777.

Translations and interpretation services

If you need to change the way we communicate with you, including document translation, braille, audio transcription or larger print, please contact us on **0300 456 9996**. If you're a resident in the North West, please contact us on **0300 777 7777**.

Once you speak to an Advisor, please let us know your chosen language and we will connect you to an interpreter who will assist you. For British Sign Language translation, please visit www.interpreterslive.co.uk/directory

Bu bilginin tercüme edilmesi için yardıma mı ihtiyacınız var?

Belge çevirisi, Braille, ses transkripsiyonu veya daha büyük baskı dahil olmak üzere sizle iletişim kurma şeklimizi değiştirmemiz gerekiyorsa lütfen **0300 456 9996** numaralı telefonda bizimle iletişime geçin. Kuzey Batı bölgesinde ikamet ediyorsanız lütfen bizimle **0300 777 7777** numaralı telefonda iletişime geçin.

Bir Danışmanla görüştüğünüzde size yardımcı olacak bir tercümana bağlanmak için lütfen seçtiğiniz dili bize bildirin.

আপনার কি এই তথ্য অনুবাদ করার জন্য সহায়তা প্রয়োজন?

আপনি যদি ডকুমেন্টের অনুবাদ, ব্রেইল, অডিও ট্রান্সক্রিপশন [প্রতিলিপি] বা বড় হরফে মুদ্রণ সহ আপনার সাথে আমরা কিভাবে যোগাযোগ করব তার উপায় পরিবর্তন করতে চান তাহলে অনুগ্রহ করে আমাদের সাথে **0300 456 9996** নম্বরে যোগাযোগ করুন। আপনি যদি নর্থ ওয়েস্টের বাসিন্দা হন, তবে অনুগ্রহ করে আমাদের সাথে **0300 777 7777** নম্বরে যোগাযোগ করুন। যখন আপনি একজন পরামর্শকের সাথে কথা বলেন, তখন অনুগ্রহ করে আপনার পছন্দের ভাষাটি আমাদেরকে জানান এবং আমরা আপনাকে একজন দোভাষীর সাথে যুক্ত করব যিনি আপনাকে সাহায্য করবেন।

هل تحتاج إلى مساعدة في ترجمة هذه المعلومات؟

إذا أردت تغيير طريقة تواصلنا معك، بما في ذلك ترجمة المستندات أو طريقة بريلا للمكفوفين أو التدوين النصي للصوت أو الطباعة بحجم أكبر، فيرجى الاتصال بنا على الرقم **0300 456 9996**. إذا كنت من سكان المنطقة الشمالية الغربية **North West**، فيرجى الاتصال بنا على الرقم **0300 777 7777**.

بمجرد التحدث إلى أحد المستشارين، يرجى إعلامنا باللغة المختارة، لكي نوصلك بمترجم شفهي لمساعدتك.

اس معلومات کا ترجمہ کرنے میں مدد کی ضرورت ہے؟

اگر آپ کو ہمارا آپ سے رابطہ کرنے کے لئے آپ کے ساتھ بات چیت کرنے کا طریقہ تبدیل کرنا ہو، اس میں دستاویز کا ترجمہ، بریل آڈیو ٹرانسکرپشن یا بڑے حروف میں چھپائی شامل ہیں، تو براہ کرم ہم سے **03004569996** پر رابطہ کریں۔ اگر آپ نارٹھ ویسٹ کے رہائشی ہیں، تو براہ کرم ہم سے **03007777777** پر رابطہ کریں۔ ایک بار جب آپ کسی مشیر سے بات کرتے ہیں، تو براہ کرم ہمیں اپنی منتخب کردہ زبان بتائیں اور ہم آپ کو ایک مترجم کے ساتھ جوڑیں گے جو آپ کی مدد کرے گا۔

Precisa de ajuda a traduzir esta informação?

Caso necessite de alterar a forma como comunicamos consigo, inclusivamente no que toca à tradução de documentos, braille, transcrição em áudio ou em letras grandes, contacte-nos através do número **0300 456 9996**. Se reside no Noroeste, contacte-nos através do número **0300 777 7777**.

Quando falar com um Assessor, diga-nos qual é a sua língua de preferência e faremos a ligação a um intérprete que seja capaz de ajudar.

Potrzebuj Państwo pomocy w przetłumaczeniu niniejszych informacji?

Jeśli pragną Państwo zmienić sposób, w jaki się z Państwem komunikujemy, w tym tłumaczenie dokumentów, transkrypcje audio alfabetem Braille'a lub teksty z powiększonym drukiem, prosimy o kontakt pod numerem **0300 456 9996**. Jeśli mieszkają Państwo w północno-zachodniej części kraju, prosimy o kontakt pod numerem **0300 777 7777**.

Po rozmowie z doradcą prosimy poinformować nas o wybranym języku, a my połączymy Państwa z tłumaczem, który udzieli Państwu wsparcia.

¿Necesita ayuda para traducir esta información?

Si necesita cambiar la forma en que nos comunicamos con usted, incluida la traducción de documentos, la transcripción de audio en braille o una letra de tamaño más grande, póngase en contacto con nosotros llamando al **0300 456 9996**. Si reside en el Noroeste, póngase en contacto con nosotros llamando al **0300 777 7777**.

Quando hable con un asesor, indíquenos el idioma elegido y le pondremos en contacto con un intérprete que le ayudará.

ਇਸ ਜਾਣਕਾਰੀ ਦਾ ਅਨੁਵਾਦ ਕਰਨ ਵੇਲੇ ਮਦਦ ਦੀ ਲੋੜ ਹੈ?

ਜੇ ਤੁਹਾਨੂੰ ਸਾਡੇ ਨਾਲ ਸੰਚਾਰ ਕਰਨ ਦੇ ਤਰੀਕੇ ਬਦਲਣ ਦੀ ਲੋੜ ਹੈ, ਜਿਸ ਵੇਲੇ ਦਸਤਾਵੇਜ਼ਾਂ ਅਨੁਵਾਦ, ਬ੍ਰੇਲ, ਆਡੀਓ ਟ੍ਰਾਂਸਕ੍ਰਿਪਸ਼ਨ ਜਾਂ ਵੱਡੇ ਫੋਂਟ ਸ਼ਾਮਲ ਹੋਣ, ਤਾਂ ਕਰਪ ਕਰਕੇ ਸਾਡੇ ਨਾਲ **0300 456 9996** 'ਤੇ ਸੰਪਰਕ ਕਰੋ। ਜੇ ਤੁਸੀਂ ਨਾਰਥ ਵੇਸਟ ਦੇ ਵਸਨੀਕ ਹੋ, ਤਾਂ ਕਰਪ ਕਰਕੇ ਸਾਡੇ ਨਾਲ **0300 777 7777** 'ਤੇ ਸੰਪਰਕ ਕਰੋ। ਇਕ ਵਾਰ ਜਦੋਂ ਤੁਸੀਂ ਕੋਸ਼ਿਲ ਹਕ ਰ ਨਾਲ ਗੱਲ ਕਰ ਲੈਂਦੇ ਹੋ, ਤਾਂ ਕਰਪ ਕਰਕੇ ਸਾਨੂੰ ਆਪਣੀ ਚੁਣੀ ਹੋਈ ਭਾਸ਼ਾ ਦੱਸੋ ਅਤੇ ਅਸੀਂ ਤੁਹਾਨੂੰ ਇਕ ਦੁਭਾਸ਼ੀਏ ਨਾਲ ਜੋੜਾਂਗੇ ਜੋ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰੇਗਾ/ਗੀ।

需要翻译这一信息吗？如果您需要改变我们与您沟通的方式，包括文件翻译、盲文、音频抄录或大字体印刷，请拨打**0300 456 9996**联系我们。如果您是西北部居民，请致电**0300 777 7777**联系我们。在与我们的咨询人员沟通后，请告诉我们您所选择的语言，我们将为您联系一位口译员，为您提供帮助。



For more information

L&Q

T: (South East) 0300 456 9996

T: (North West) 0300 777 7777

www.lqgroup.org.uk