

Housing Landlord Transformation and Improvement Programme Mandate Update

- February 2025

On 14 February 2024, Cabinet adopted the Landlord Strategy 2024-2026. The Housing Landlord Transformation and Improvement Programme Mandate was an appendix to this Strategy. This document sets out the progress to date and the programme for activity during 2025/26.

Progress update

Over the last 12 months, Officers have focussed on building the foundations necessary for the Council to meet the consumer standards. Items include establishing clinics and Boards and briefing Senior Officers and Members on the impact of operating in a Regulated environment. Officers have also grappled with the change in legislation incorporating the final consumer standards (published April 2024) and understanding how the new inspection regime will be delivered.

1. Governance and oversight of the Housing Landlord Service

- Risk register produced. Risk now scrutinised by Housing Governance Clinic, Senior Officers, and Performance Monitoring Panel.
- Contract awarded for a HRA Business Plan to be drafted, to be adopted in 2025/26.
- Housing Governance Framework adopted.
- Suite of Key Performance Indicators adopted. Reported to Housing Clinics, Senior Officers, and Performance Monitoring Panel.
- Learning & development programme established.
- Service Level Agreements reviewed with internal departments including Customer Contact, Grounds and Parks, and Facilities (caretaking of flat schemes).
- Officer roles and responsibilities determined (as per Regulatory requirements) and published.
- 'About Us' webpage and Annual Report – sharing key items around governance with Tenants.
- Cost-mapping exercise completed benchmarking 23/24 accounts to evidence value for money.
- Member scrutiny arrangements reviewed with Cabinet.
- Quarterly reporting to Cabinet advising on progress of meeting the Consumer Standards.

2. Addressing complaints fairly, effectively, and promptly

- Complaints policy and procedure reviewed to ensure Tenants can access the service and are informed of the timescales involved.
- Revised internal approach to complaint handling, resulting a more efficient process.
- Officer working group established focused on learning from complaints.
- Increased oversight of complaint themes and improvements by Officers, Senior Officers, Members.
- Meet the Housing Ombudsman event held on 7th October 2024. (First in Lincolnshire)
- Enhancements made to the website, ensuring it is easy to give feedback.
- Annual Complaints Performance and Service Improvement Report submitted and published.

3. Tenant Engagement

- TPAS Re-engineering engagement project delivered including survey conducted with Tenants along with focus groups and several interactive sessions with Tenants, Officers, and Members.
- Tenant Engagement and Influence Strategy drafted.
- Tenant Influence Working Group established with Tenants (focussed on continuing to shape the strategy).
- Tenant engagement roadshow planned for February 2025.

4. Data and Information Management

- Knowledge and Information Management Strategy adopted.
- Programme established for keeping tenant data up to date.
- Contract awarded to survey all properties ensuring our property data is up to date.
- Tenant Satisfaction Measures for 23/24 scrutinised by Members and shared with tenants (including benchmarking). 24/25 satisfaction surveys being completed currently.
- Equality Impact Assessment completed regarding access to the Housing Landlord Services, with action plan adopted to deliver fair and equitable outcomes to Tenants.

5. Disabled aids and adaptations

- Drafting a policy and procedure to ensure Tenants are supported and well informed.
- Improved partnership working with Occupational Therapists reducing delays for tenants.
- Enhanced case management
- Ensuring tenants have the support needed to confidently access the service.

Focus for the next 12 months

The programme for 2025/26 was adopted by the Housing Transformation Programme Board in February 2025. Prioritisation within the programme continues to be based on a dynamic assessment of risk. Specifically, the Council's ability to demonstrate outcomes of the Consumer Standards together with the current and future ability to meet tenants wants and needs. The table below sets out the key priorities for 2025/26:

2025/26 Transformation Programme	
Safety and Quality Standard	<ul style="list-style-type: none">• Stock quality and decency.• Health and safety.• Disabled adaptations.• Repairs, maintenance and planned improvements.
Transparency, Accountability and Influence Standard	<ul style="list-style-type: none">• Fairness and respect towards Tenants.• Understanding the diverse needs of Tenants and delivering fair and equitable outcomes.• Engagement with Tenants (continued from 2024/25).• Communicating information about landlord services.• Tenant scrutiny: reviewing our performance and decision making.

In response to increased expenditure on repairing and maintaining homes during 24/25, the programme has been reprioritised to ensure Tenants are receiving value for money and services are viable and sustainable.

It is important to establish a tenant engagement offering prior to reviewing ASB, domestic abuse and safeguarding services, as engagement is pivotal to the success of these reviews. During this time, the Council has a variety of operational arrangements in place for these items including Countywide partnerships focussed on ASB and Domestic Abuse, dedicated Domestic Abuse Officers concentrating on improving case management and supporting Officers responding to domestic abuse, commencement of Domestic Abuse Housing Alliance accreditation, and a recently reviewed Safeguarding Policy and training programme.

Monitoring progress

Performance towards meeting the Consumer Standards and the HRA Transformation Programme continues to be reported to the Transformation Board and Cabinet on a quarterly basis.