



Report To: Cabinet

Date: Tuesday, 28 April 2026

Subject: Extension of the Housing Landlord Strategy

Purpose: To adopt the one-year extension to the Housing Landlord Strategy (2024-2027) (Appendix 2) aligning it with ongoing service transformation activity and enabling deeper tenant engagement in shaping the next strategy.

Key Decision: No

Portfolio Holder: Cllr Tracey Carter, Portfolio Holder for Strategic and Operational Housing

Report Of: Vikki Cherry, Assistant Director - Housing

Report Author: Adel Gardner, Housing Transformation (HRA) Manager

Ward(s) Affected: All

Exempt Report: No

Summary

This report provides an update on progress to date against the current Housing Landlord Strategy and recommends a one-year extension to its timeline. The extension will allow alignment with ongoing transformation activity within the housing landlord service and create space for more meaningful tenant engagement. This will ensure tenants have a genuine opportunity to shape the next strategy, making it more relevant, inclusive, and reflective of current service developments.

Members are requested to consider the progress to date and approve the request for extension of the strategy.

Recommendations

1. That Cabinet adopts the Housing Landlord Strategy 2024-2027 (attached at Appendix 2)

Reasons for Recommendations

To ensure the Council continues to have a clear approach for the delivery of the Landlord Services. To ensure tenants have the opportunity to shape and co create the next strategy once more meaningful tenant engagement opportunities have been embedded.

Other Options Considered

1. **Do nothing** - Allow the current strategy to lapse without extension or formal closure. This would mean operating without a strategic framework and without capturing or reporting on progress made to date. This option risks losing momentum, reducing transparency, and missing the opportunity to build on recent service improvements.
2. **Develop a new strategy immediately** - Begin drafting a new strategy now, without aligning with ongoing transformation activity or allowing time for deeper tenant engagement. While this would meet the original timeline, it may result in a strategy that is disconnected from current service developments and lacks meaningful tenant input.

1. Background

- 1.1 The current Housing Landlord Strategy 2024–2026 was formally adopted by Cabinet in February 2024 following consultation with tenants, Members, and officers. The strategy sets out the Council's vision for delivering high-quality, responsive, and accountable landlord services across South Holland.
- 1.2 It was developed in response to increasing expectations on registered providers, including new regulatory requirements under the Social Housing (Regulation) Act 2023, and the need to improve property condition, tenant experience, and transparency.
- 1.3 The strategy is built around four strategic themes:
 - Culture and Operational Excellence
 - Accountability and Transparency
 - Quality Homes and Connected Neighbourhoods
 - Tenant Voice and Opportunity
- 1.4 To support delivery, a Housing Transformation Team was established, and a programme mandate was created to guide service improvement and regulatory readiness.
- 1.5 The Council received a C2 grading issued by the Regulator of Social Housing in July 2025. The Council conducted a root cause analysis to understand the journey to C2 and has developed an action plan to address weaknesses identified in the judgement. Officers are actively working towards a C1 grading as part of the provider improvement plan.

2. Progress to date against the four Landlord Strategy themes

2.1 Culture and Operational Excellence

- 2.2 Embedding a professional culture - There is a growing emphasis on proactive resolution, learning and making improvements, with teams working to put things right when issues arise. Partnership working and task ownership are increasingly evident across service areas; this has also been reflected in the staff culture survey.
- 2.3 Resourcing and talent development – Recruitment efforts have been strengthened with new emphasis on the importance of tenant engagement across all roles. Clear expectations and support being set. Managers studying the appropriate level qualifications in line with the new Competence and Conduct Standard.
- 2.4 Improving tenant experience – Staff have been briefed on the new reasonable adjustments policy and better equipped to support vulnerable tenants. Work is ongoing to improve intelligence of the homes and our tenants and how people can be supported. Learning from tenant experience is a key aspect with satisfaction surveys being developed across the service in different areas.
- 2.5 Capacity for change – Embedding a value led approach with policies and procedural briefings linking back to the corporate values and behaviours. Reinforcing behaviours and professional standards as part of the competence and conduct project. Launching a culture survey across the department to identify areas for improvement.
- 2.6 Benchmarking best practice – Actively building relationships with other Councils to share learnings, approaches and best practice.
- 2.7 Accountability and Transparency
- 2.8 Performance monitoring and scrutiny - Hosting tenant focus groups on performance to support scrutiny of the annual tenant satisfaction measures. Publishing performance online regularly and in the annual report for tenants.
- 2.9 Governance and assurance – Adoption of the HRA Governance Framework which created several clinics to monitor the ongoing compliance and performance of the service. Publishing all consultation outcome reports online for tenants. Quarterly Cabinet reports on progress against meeting the consumer standards.
- 2.10 Benchmarking and learning – Tenants told the Council they would like data benchmarked against neighbouring authorities to compare performance; this has been actioned for the 24/25 annual report.
- 2.11 Quality Homes and Connected Neighbourhoods
- 2.12 Compliance and safety – Established Housing compliance and performance clinic and capital programme clinic to monitor regulatory, statutory and legislative responsibilities.
- 2.13 Data – Up to date stock condition data across the Councils homes to help make informed proposals on where tenants money should be spent.
- 2.14 Repairs project – Transformation has embarked on a housing repairs project which will work with tenants to improve the service and meet their needs.
- 2.15 Contractors – Development of a contractor code of conduct with tenants to ensure tenants are treated fairly and with respect.
- 2.16 Awaabs Law – Steps taken to ensure compliance with Awaabs Law phase 1 which came into force on 27th October 2025.
- 2.17 Green Homes – Establishment of the Green Homes Programme.
- 2.18 Tenant Voice and Opportunity

- 2.19 Flexible engagement opportunities - Tenants are being offered more varied and accessible ways to engage with the service in ways that suit them, including digital, calls, in-person tenant forums, and targeted outreach such as pop-up events. This flexibility is helping to reach a broader range of voices.
- 2.20 Tenant involvement in governance – Tenants have the opportunity to scrutinise the service’s performance and contribute to decision making including the HRA Business Plan. Work is ongoing to establish a formal Tenant Panel.
- 2.21 Tenant satisfaction – in the 24/25 Tenant Satisfaction Measures tenants report that 83% agreed that they are treated fairly and with respect and 65% were satisfied that the Council listens to their views and acts upon them.
- 2.22 Choice and accessibility – Efforts have been made to improve how tenants can access services. This includes how tenants can report a repair if hearing impaired introducing text relay and work is underway to establish an online repairs portal.
- 2.23 Service improvements – Adoption of the Tenant Engagement and Influence Strategy to provide meaningful opportunities for tenants to engage with, scrutinise and feedback on the landlord service.

3. Measuring success

- 3.1. The Council continues to monitor the effectiveness of the landlord strategy using the National Tenant Satisfaction Measures (TSMs) and other key indicators. The following progress highlights the commitment to delivering improved housing services:
- 3.2. The Council was inspected by the Regulator of Social Housing and received a C2 grading, reflecting compliance and areas of strength.
- 3.3. TSMs have remained consistent or improved across the board. Tenant satisfaction surveys have been rolled out across key service areas following transformation initiatives, including:
 - Damp, condensation and mould (DCM)
 - Aids and adaptations
 - Complaints handling
 - Tenant engagement
- 3.4. Satisfaction with repairs has increased, supported by updates to the repairs policy and improved response times.
- 3.5. EPC ratings of homes have improved, contributing to better energy performance and tenant comfort.
- 3.6. Anti-Social Behaviour (ASB) data and insights have been strengthened through the development of an ASB framework and introduction of new KPIs, which are now reported to the Performance and Compliance Clinic monthly.
- 3.7. The Council has adopted several new and updated policies to support inclusive and responsive service delivery:
 - Reasonable Adjustment Policy
 - Tenant Engagement and Influence Strategy
 - Disabled Aids and Adaptations Policy
 - Updated Damp and Mould and Repairs Policies
 - HRA Governance Framework 2025

- Knowledge and Information Management Framework
- Updated Allocations Policy
- ASB Framework

3.8. A Complaints Working Group has been established to enhance data collection and insight, ensuring continuous improvement in service delivery.

3.9. The Council is committed to being open and transparent about performance, and accountable to all stakeholders.

4. Tenant Voice

4.1. Regarding the proposed extension, the Transformation Manager discussed the rationale and approach with tenants at the Tenant Forum meeting on 14 October 2025. Tenants expressed support for the extension, recognising the value of allowing more time for extensive and meaningful engagement. They welcomed the opportunity to shape the next strategy once a formal Tenant Panel is established and a broader range of tenant voices can be included in the process.

4.2. Tenants continue to be actively involved in the development of new policies, and service improvements as the current Landlord strategy is delivered in real time in line with the Tenant Engagement and Influence Strategy. The Tenant Engagement and Influence Lead is coordinating this work to ensure that tenant voice is embedded throughout. The Regulator of Social Housing meets monthly with the Assistant Director Housing and the Director of Communities to monitor the progress against the provider improvement plan which has a key focus on tenant engagement to ensure that tenant involvement continues to be a central to service delivery and improvement.

5. Conclusion

5.1. The Council has made progress in delivering the aims of the current Housing Landlord Strategy, particularly in strengthening tenant engagement and preparing for the regulatory inspection. The ambitions within the Strategy remain relevant. A full progress update against the programme mandate can be found in Appendix 3.

5.2. The development of a dedicated Tenant Engagement and Influence Strategy in June 2025 has laid the foundation for more inclusive, responsive, and co-designed services. Alongside this, the service has worked diligently to meet the expectations of the Regulator of Social Housing, embedding compliance and assurance into daily operations. Extending the current strategy by one year will allow the Council to build on the progress made, align with ongoing transformation activity, and ensure tenants are meaningfully involved in shaping the next phase of strategic direction.

5.3. The existing Landlord Strategy has been updated with the following amendments:

- Change the title to reflect the new end date (from Landlord Strategy 2024 – 2026 to Landlord Strategy 2024-202)
- Update to national context
- Inclusion of the regulator judgement outcome and root cause analysis
- Inclusion of TSM results
- Supporting our tenant's section includes 24/25 data.
- Updated property figures
- Updated monitoring arrangements.

Full summary of changes can be found in appendix 1.

Implications

South and East Lincolnshire Councils Partnership

None.

Corporate Priorities

The Policy will support the following South & East Lincolnshire Councils Partnership Sub Regional Strategy priorities:

Healthy Lives – we will work with our partners to provide reliable, consistent services, and tailored intensive support to those tenants who need us the most. We will focus on pride in place, such as tenants satisfaction with their communities.

Safe and Resilient Communities – we will overhaul our approach to the service we provide to victims of anti-social behaviour and how we manage hate crime. We will review the service offered to Domestic Abuse victims including our repairs service for this cohort.

Environment – we will explore energy reduction initiatives and ensure tenants are aware of ways to reduce their energy consumption and carbon footprint. We will invest in homes as planned for in the asset management strategy. We will continue to seek funding and actively invest in homes to improve energy efficiency, thermal comfort and seek to reduce the running costs of homes.

Efficiency and Effectiveness – we will embed compliance and assurance at the heart of our Service through good governance arrangements. We will benchmark ourselves against organisations inside and outside the Housing sector. We will transform how we provide services including service level agreements with our partners.

Workforce Capacity Implications

None.

Staffing

None.

Constitutional and Legal Implications

Housing matters, including this Strategy, are Executive functions and are therefore a matter for the Cabinet to determine.

The Strategy sets out how we will deliver a compliant Landlord service. The Monitoring Officer is part of the Transformation Programme Board to track constitutional and legal implications. All policies produced as part of the Strategy will be cross referenced with the relevant legislation and reviewed by our Housing solicitors.

It is proposed that approval of minor changes to the Strategy are delegated to the Assistant Director Housing in consultation with the Portfolio Holder for Strategic and

Operational Housing. It is necessary for this arrangement to be in place due to the changing environment – the Regulator of Social Housing is yet to finalise consultation outcomes on many matters.

Data Protection

Privacy notices are published on our website. Consultations will be carried out as part of delivering the Strategy with a variety of stakeholders. We will ensure that the Data Protection Officer is informed throughout the process and, where necessary, Data Protection Impact Assessments/similar are completed.

Financial

None.

Risk Management

Extending the strategy mitigates the risk of misalignment between strategic direction and ongoing transformation activity. It also reduces the risk of tenant disengagement by allowing more time for meaningful involvement

Stakeholder / Consultation / Timescales

Tenants were consulted during the original drafting of the Landlord Strategy in 2024. The outcomes of that consultation can be found [Housing Landlord Strategy - Consultation Results](#).

Tenants were consulted on the proposed extension of the Landlord Strategy on 14 October 2025 at the face to face tenant forum event. They expressed support for the extension and indicated a strong interest in co-creating a new strategy once full delivery of the current strategy has been achieved, in alignment with the Regulator's provider improvement plan and the wider transformation programme

The Council has consulted the following:

- Director – Communities
- Assistant Director Housing
- Portfolio Holder for Strategic and Operational Housing
- Transformation Programme Board
- Housing Landlord Board

Policy Development Panel were consulted on the extension of the Housing Landlord Strategy on 3rd February 2026. Feedback and changes made:

- Members asked that table headers be included on every page for the Tenant Satisfaction Measures. This has been updated within the Landlord Strategy.
- Members sought assurance around engaging 'harder to reach' tenants, Officers confirmed a variety of events are held across the district in varying locations.
- Members asked for an update on recruitment to the new Tenant Scrutiny Panel, Officers advised several expressions of interest received and process still ongoing. Since the PDP meeting the process has been finalised and due to be live by May 2026.

- Members queried the increase in complaints for 24/25 and Officers confirmed this reflects improved reporting and recording of complaints and now aligns with sector benchmarking supporting the positive learning and improvements from complaints.
- Members supported the extension to be presented to Cabinet for adoption.

The Tenant Forum and the new Tenant Scrutiny Panel will be engaged with during Q3 26/27 to begin development of the next Housing Landlord Strategy which will then be presented to Members.

Reputation

The extension supports the Council’s reputation as a responsive and tenant focused landlord. It demonstrates a commitment to transparency, co-production, and continuous improvement.

Contracts

None.

Crime and Disorder

None.

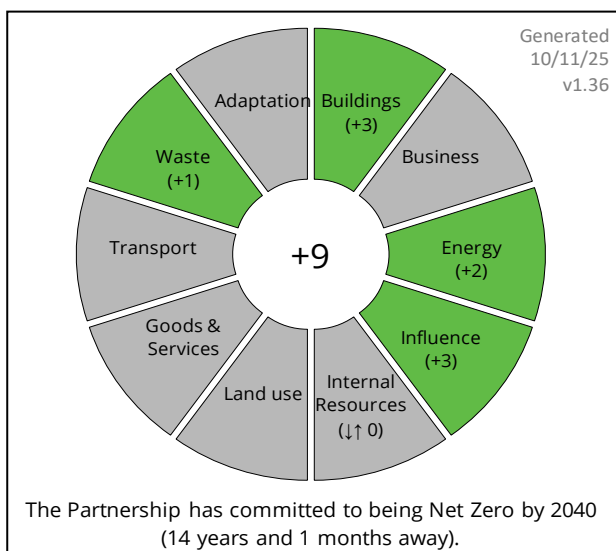
Equality and Diversity / Human Rights / Safeguarding

The original Equality Impact Assessment (EqIA) for the Housing Landlord Strategy has been reviewed and updated to reflect the proposed extension and the progress made to date. The updated EqIA is attached to this report as Appendix 4 and continues to demonstrate the Council’s commitment to inclusive service delivery, ensuring that the strategy supports equitable access, protects vulnerable residents, and upholds human rights and safeguarding responsibilities.

Health and Wellbeing

The strategy contributes to improved health and wellbeing outcomes by addressing issues such as damp and mould, housing quality, and access to support services.

Climate Change and Environment Impact Assessment



The Housing Landlord Strategy demonstrates positive climate impacts through retrofitting investment to improve energy efficiency and reducing energy demand, alongside measures to enhance thermal comfort and reduce reliance on fossil fuels. Tenant engagement and transparency are central to the approach, supported by a programme of face-to-face events, which may increase staff travel emissions. External funding will be sought to deliver energy efficiency improvements, and property projects may extend asset life, reducing waste.

Acronyms

HRA – Housing Revenue Account
TSMs – Tenant Satisfaction Measures
ASB – Anti-Social Behaviour
DCM – Damp, Condensation and Mould
RSH – Regulator of Social Housing
EQIA – Equality Impact Assessment

Appendices

Appendices are listed below and attached to the back of the report:

Appendix 1	Summary of changes to the strategy.
Appendix 2	Housing Landlord Strategy 2024-2027.
Appendix 3	Housing Transformation and Improvement Programme Mandate Update 2026.
Appendix 4	Equality Impact Assessment.

Background Papers

Background papers used in the production of this report are listed below: -

Document title	Where the document can be viewed
Housing Landlord Strategy 2024-2026	SHDC Housing Landlord Strategy 2024-2026.pdf

Chronological History of this Report

This report has not been considered by another body.

Report Approval

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