

Housing Landlord Transformation and Improvement Programme Mandate Update - February 2026

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 and activity planned for 2026/27 as part of extending the Landlord Strategy until 2027.

Progress update

In 2025, Officers from the Transformation and Housing teams successfully supported the Council through a programmed inspection by the Regulator of Social Housing (RSH). Their coordinated efforts contributed to the Council achieving a C2 grading, reflecting the significant progress made in aligning with the Consumer Standards introduced in 2024.

Over the past two years, officers have laid the groundwork to ensure the Council is well-positioned to meet its regulatory obligations. This has included:

- Establishing governance structures such as clinics and strategic boards to monitor compliance and performance.
- Delivering briefings to Senior Officers and Members to raise awareness of operating within a regulated environment.
- Responding proactively to the evolving legislative landscape, including the implementation of the final Consumer Standards published in April 2024 and Awaabs Law.
- Developing a clear understanding of the new inspection regime, ensuring the Council is prepared for ongoing regulatory scrutiny.

This foundational work has not only supported the Council's recent inspection outcome but also strengthened its capacity to deliver safe, high-quality, and tenant-focused housing services resulting in the C2 grading.

1. Governance and oversight of the Housing Landlord Service

- Risk register produced. Risk now scrutinised by Housing Landlord Board, Senior Officers, and Performance Monitoring Panel.
- HRA Business plan adopted in 25/26.
- Housing Governance Framework adopted in 24/25 and updated in 25/26.
- Creation of Performance and Compliance Clinic, Complaints Working Group and No Access Working Group.
- Capital programme clinic established to monitor the capital programme performance.
- 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 and 24/25 accounts to evidence value for money.
- Member scrutiny arrangements reviewed with Cabinet.
- Quarterly reporting to Cabinet advising on progress of meeting the Consumer Standards.
- Tenant's and Member consultation on the HRA Business Plan, November 2025.
- Tenant Engagement Impact report presented to Cabinet.

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 in a more efficient process.
- Working group, attend by the Member Responsible for Complaints 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.
- Tenant focus group help on performance and complaints on 14th October 2025.
- Complaint satisfaction surveys established.
- Access to complaints services report to identify any barriers in tenants reporting complaints.

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.
- Recruitment to a Tenant Engagement and Influence Lead Officer in April 2025.
- Tenant Engagement and Influence Strategy adopted in June 2025.
- Tenant Influence Working Group established with Tenants (focussed on embedding the strategy).
- Tenant engagement roadshow held across a variety of estates in February 2025.
- First tenant forum events hosted across a variety of locations in July 2025.
- First new face to face tenant focus groups held in August and September 2025.
- Tenant scrutiny panel being established with the support of external trainers.
- Recruitment planned for two additional Tenant Engagement Officers, one in January 2026 and one in April 2026.
- Annual report hard copy posted to all tenants for 23/24 and 24/25.
- Tenants actively involved in reviewing policies such as; aids and adaptations policy, reasonable adjustments policy, tenant engagement strategy, ASB framework and damp and mould policy.
- Tenants informed about the regulatory judgement and provider improvement plan
- Tenants actively engaged in the HRA Business plan consultation.

4. Data and Information Management

- Knowledge and Information Management Strategy adopted.
- Programme established for keeping tenant data up to date.
- Stock condition survey programme carried out on 87% of homes.
- Tenant Satisfaction Measures for 23/24 and 24/25 scrutinised by Members and shared with tenants (including benchmarking). 25/26 satisfaction surveys being completed currently.
- Deeper analysis of the dissatisfaction reported in the 24/25 survey carried out with a detailed action plan adopted by Housing Landlord Board and scrutinised by Members and Tenants.
- Equality Impact Assessment completed regarding access to the Housing Landlord Services, with action plan adopted to deliver fair and equitable outcomes to Tenants.
- Reasonable adjustment policy adopted in November 2025 with training rolled out to officers and contractors.
- Procurement procedure adopted for third party data information sharing.

5. Disabled aids and adaptations

- A new policy and procedure adopted to ensure Tenants are supported and well informed.

- Extensive tenant engagement carried out on development of the new policy.
- Improved partnership working with Occupational Therapists reducing delays for tenants.
- Enhanced case management.
- Ensuring tenants have the support needed to confidently access the service.
- Introduced a Trusted Assessor service.

6. Awaabs Law

The following steps have been taken to ensure compliance with Awaab’s Law phase 1 which came into force from 27th October 2025.

- Engaging with the out-of-hours service provider to triage DCM reports.
- Updating internal procedures within the Housing Repairs Team to include a written summary for all emergency repairs from October 2025.
- Reviewing written summaries with tenants to ensure the language used is clear, easy to understand and meets their needs regarding what they need to know and what the legislation requires the Council to detail.
- Established a new suite of KPIs to monitor compliance with Awaabs Law.
- Established satisfaction surveys.
- Updated webpages to provide clear and consistent information.
- Briefings held with Officers across the department on their roles and responsibilities.
- Internal and external communications campaign on Awaabs Law.
- Briefing sessions held with contractors on the expectations under Awaabs Law.
- Revisions made to the Damp and Mould Policy and the Fitness for Habitation Policy – adopted by Cabinet in September 2025 to support compliance with Awaabs Law with amended timescales.

Focus for the next 12 months

The programme for 2026/27 is to be adopted by the Housing Transformation Programme Board in January 2026. Prioritisation within the programme is focused on 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 Transformation Team continue to be focused on working towards the c1 grading.

2026/27 Transformation Programme	
Safety and Quality Standard	<ul style="list-style-type: none"> • Stock quality and decency. • Data insights. • 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. • Improved access to services for Tenants. • Tenant scrutiny: reviewing our performance and decision making.
Neighbourhood and Community Standard	<ul style="list-style-type: none"> • Effective policies and procedures to tackle ASB and Hate incidents, which are developed with and communicated to all tenants. • Data insights, eliminating barriers to reporting incidents

During 24/25 it was important to establish tenant engagement mechanisms 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. The Council has also recruited a Housing ASB Lead who is focused on managing a case load of ASB cases, delivering enhanced service to tenants.

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.