

HOUSING AND INVESTMENT ANNUAL REPORT 2024 – 2025



INTRODUCTION

This report covers the period from 1st April 2024 to 31st March 2025 and looks at our performance, our achievements, and our future plans for improving and investing in our housing service.

MICK BARBER

Chair of Lincoln Tenants' Panel



It's a pleasure to welcome you to this year's Annual Report. As Chair of the Lincoln Tenants Panel (LTP), I'm proud of the work LTP has done to ensure tenant voices are heard and our homes are well maintained.

This year we've faced real challenges - from rising living costs to the urgent need for more affordable housing. Through strong tenant involvement, we've helped to shape key council decisions and improve our estates.

Our panel has worked closely with the council's Housing teams to improve services and contribute to its 30-Year Housing Business Plan. We've also strengthened our partnerships with national tenant bodies to make sure Lincoln's tenants are represented at every level.

DONALD NANNESTAD

Deputy Leader & Portfolio Holder for Quality Housing

Welcome to this year's Annual Report 2024 - 2025. This has been a challenging year; our tenants continue to be affected by the high cost of living, and many have need extra help and support. We have also seen increasing demand for our homes and high demand across all our landlord services. We've made some major changes in the last year, using your feedback to improve our repairs service and how we tackle antisocial behaviour. Your involvement is vital to make sure we understand tenants' needs so we can design high quality services.



Working with Lincoln Tenants Panel, in the past year we've also updated existing policies and created new ones, strengthened fire safety engagement, and continued to invest in our homes and neighbourhoods.

We've also built new homes and made more of our existing homes more energy efficient.

THANK YOU FOR YOUR CONTINUED SUPPORT AND INVOLVEMENT

RESIDENT INVOLVEMENT

ENSURING OUR TENANTS ARE HEARD

The Resident Involvement Team continued to put tenants at the heart of housing services in 2024 - 25. The team has helped tenants to get more involved in estate inspections, and through consultations and surveys have made it easier for tenants to tell us what's important to them.

Much of this wouldn't have been possible without Lincoln Tenants Panel (LTP), who assess and challenge our performance; lead on estate inspections and service reviews; and influence how we deliver our Housing Business Plan. The Panel's hard work and dedication has directly influenced service delivery, helping us make sure our tenants' homes are safe and our neighbourhoods clean, green and safe.

Key milestones this year included the launch of our new digital newsletter. Our editorial team is made up of LTP members, who make sure our communication with tenants is designed around information tenants really need.

Looking ahead, we're committed to creating more opportunities for tenants to get involved, from flexible engagement options and themed focus groups to new community-led initiatives. We are launching these in 2025-26.

TOGETHER, WE'RE BUILDING A STRONGER, MORE RESPONSIVE HOUSING SERVICE.

56%

Satisfaction that we listen to tenants' views and act upon them.

71%

Satisfaction that we keep tenants well informed.

78%

Satisfaction that we treat tenants fairly and with respect.

TENANT SATISFACTION MEASURES 2024 - 2025 RESULTS

This is the second year we've collected and shared our Tenant Satisfaction Measures results (TSMs). These help us to understand how our tenants rate our services.

To find out more about TSMs and to see all our results, visit: www.lincoln.gov.uk and search **Resident Involvement**.

Here are our key results from 2024/25, and how these compare with the previous year:

	Satisfaction 2024/25	Satisfaction 2023/24
Overall Satisfaction	68%	71%
Well Maintained Home	70%	73%
Safe Home	75%	75%
Communal Areas	72%	75%
Repairs Last 12 Months	73%	75%
Time Taken Repairs	66%	68%
Neighbourhood Contribution	65%	69%
Approach to ASB	55%	54%
Listens & Acts	56%	60%
Treated Fairly & with Respect	78%	77%
Kept Informed	71%	74%
Easy to Deal With	69%	70%
Complaints Handling	44%	37%

UNDERSTANDING WHAT MATTERS TO YOU

Over the past year, tenants' feedback has helped us understand what we're doing well and where we need to improve. We have used this feedback, and comments made by tenants who responded to our TSM surveys, to develop an action plan that commits us to make changes to improve tenants' experience of our services.

YOU SAID, WE DID

DAMP AND MOULD

Some tenants told us:

They were worried about damp and mould in their homes.

So we:

- Created a new Damp, Mould and Condensation Policy
- Set up a dedicated team to respond to reports of damp and mould
- Started installing new AICO sensor systems in some of our homes to help us better understand the causes of damp and mould

COMPLAINTS

Some tenants told us:

They weren't satisfied with how we handled complaints.

So we:

- Improved our complaints process so we respond more quickly
- Improved the quality and consistency of our responses

ANTI SOCIAL BEHAVIOUR (ASB)

Some tenants told us:

They felt we could improve how we deal with ASB

So we:

- Worked with the Lincoln Tenants' Panel (LTP) to review and improve how we investigate and tackle ASB
- Restructured our Tenancy Services team to create a specialist ASB team

CALL WAIT TIMES

Some tenants told us:

Call wait times can be long, which can make it difficult to contact us

So we:

- Set up dedicated numbers for tenants to report housing issues, and are working closely with the council's Customer Services team to reduce call wait times

SCHEDULED REPAIRS

Some tenants told us:

They felt it takes too long for us to fix non-urgent repairs

So we:

- Reviewed our performance data and processes to make our repairs service more efficient
- Improved how we communicate with tenants before we carry out a repair
- Started a wider review into how we can redesign our Scheduled Repairs service to shorten response times

PLANNED MAINTENANCE

IMPROVING OUR HOMES

We know that one of the most important drivers of our tenants' satisfaction is having a safe, well maintained home. Every year we invest in improving our homes and neighbourhoods across the city, to ensure key components are inspected and replaced as they age, and to keep our homes safe and energy efficient.

In 2024 - 25 we invested **£9,240,000** into our homes, upgrading boilers, windows, doors, kitchens, bathrooms and more.

These works included:

Component	Properties (excluding new build)
Boilers	676
Windows	320
Communal Doors	54
Access Control Systems	20
Front Doors	172
Soffits and Facias	17
Front fire Doors	111
Other Doors	146
Kitchens	282
Bathrooms	196
Electrical Upgrades	66
Fencing	40
Estate Improvements	67
Roofs	17

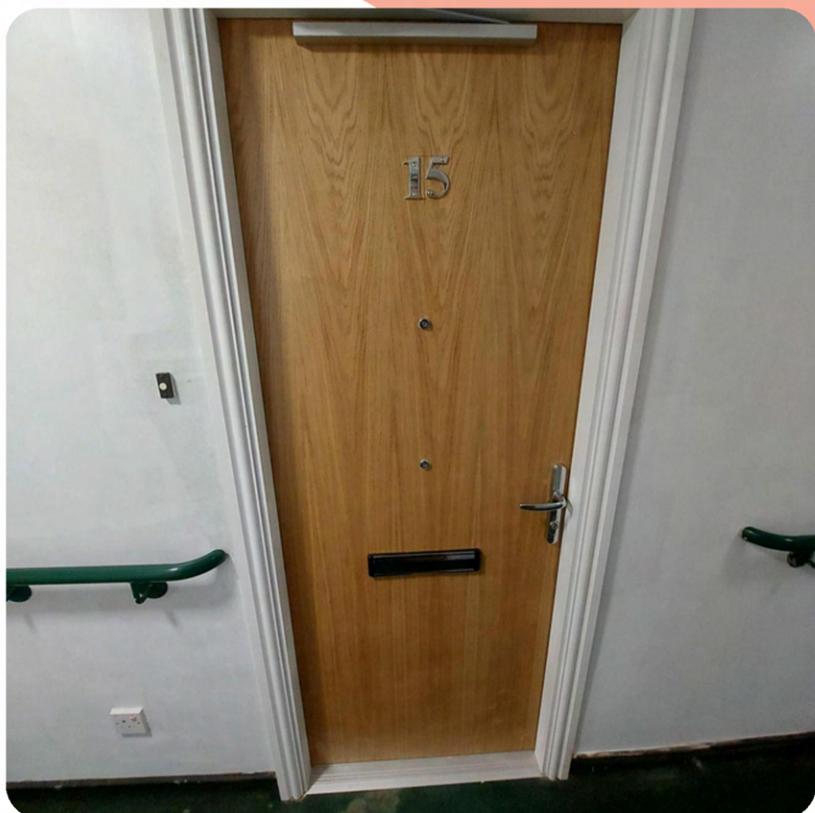
SAFETY

Fire Doors

We appointed a new fire safety contractor to supply and install new fire doors across our housing stock.

These works help us ensure our homes remain safe, and comply with the latest fire safety regulations.

We also have our own accredited fire door inspection and repair team.



Decommissioning of Bin Chute at Shuttleworth House

We also removed the old internal bin chute system at Shuttleworth House and replaced it with new external refuse facilities. This change was made to improve hygiene and reduce maintenance.



We know fire safety is important to our tenants and leaseholders. These works also improved fire safety by reducing fire risk associated with internal refuse chutes, helping us to make the building safer.

Safety remains a top priority for our tenants, and it is important that we comply with our health and safety responsibilities. Here's how we performed in 2024/25:

75%

Satisfaction that tenants feel safe in their homes.

Gas Safety - 99.01% of homes have a valid gas safety certificate, ensuring safe heating and cooking systems. The remaining 0.99% was due to no access.

Fire Safety - We've completed 100% of all required fire risk assessments, keeping residents protected and compliant with national regulations

Asbestos Management - 100% of homes have had the necessary asbestos surveys or re-inspections, up from 90.92% last year—showing our commitment to tackling legacy safety issues.

Water Safety - 100% of homes have had legionella risk assessments carried out, helping prevent waterborne health risks.

Lift Safety - All communal passenger lifts (100%) received their required safety checks, ensuring safe use for residents.

Electrical Safety - 97.30% of homes now have an in-date and satisfactory electrical installation condition report.

REPAIRS

We carried out over **26,659** repairs in 2024 - 25.

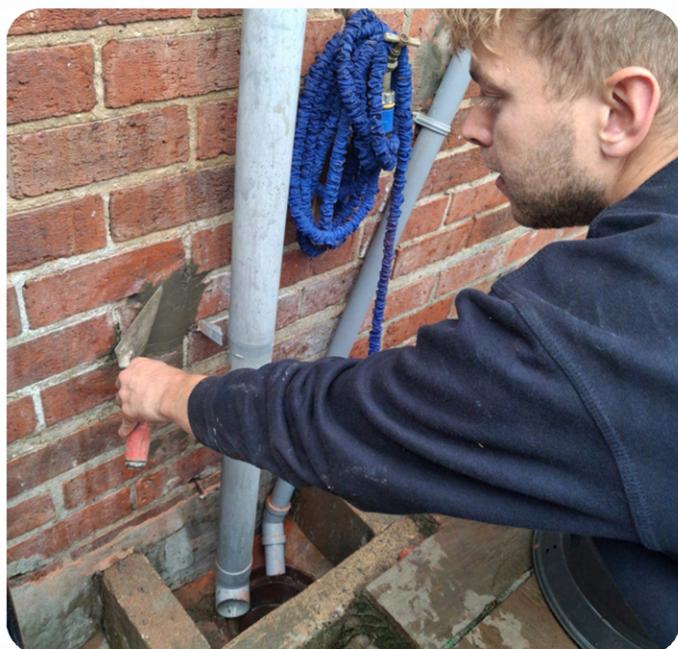
Of these:

- **17,038** were Scheduled Repairs
- **5,980** were urgent three-day repairs
- **3,641** were priority one-day repairs

We've also taken steps to improve how we keep tenants informed about repairs. Last year we:

- Continued to work closely with our contractors to ensure all repairs are completed to a consistently high standard
- Given our Maintenance Team Leaders Housing Ombudsman complaints training, improving our approach to complaints handling.

Most tenants keep their repair appointments, however we know that 'no access' is still reducing the number of appointments available. Please help us support all tenants to access timely repairs by telling us in advance if you cannot make your appointment.



Repairs fixed first time (priority and urgent repairs)

98%

Satisfaction with time taken to complete repairs

66%

Satisfaction with repairs carried out in last 12 months

70%

Satisfaction that tenant's homes are well maintained

INCOME AND EXPENDITURE

Rental income
(homes)

£34,953,777

Income from service
charges

£669,012

Rent arrears
at year end

£1,856,000

Rental income
(garages)

£471,675

Other income

£165,605

Responsive repairs and
maintenance

£11,157,149

Management and overheads

£9,807,285

New build homes

£2,900,000

DELIVERING ADDITIONAL HOMES

The council continues to deliver high-quality new council homes across the city, helping new and existing tenants move into affordable, high-quality and energy-efficient accommodation.

HERMIT MEWS

In October 2024 we completed our Hermit Mews development, building 11 new council homes on a former garage site in the city centre. These were the first new council homes delivered for social rent since 2016. This project delivered:

- **Five two-bedroom homes**
- **Six three-bedroom homes**
- **31 parking bays and eight garages**

The name 'Hermit Mews' was chosen by a local school.

Built to high environmental and security standards, the development achieved a Secured by Design Gold award with features like CCTV, secure fencing, and improved lighting.



BUYING BACK FORMER COUNCIL HOMES

We also bought back 24 former council homes in 2024 - 25, as part of our Purchase and Repair Programme.

LOOKING AHEAD

We have plans to build more new council homes in the city, and our Asset Management Strategy commits us to delivering these at EPC-A so they meet the highest energy efficiency standards and help to lower tenants' energy usage.

Our next new homes will be at Jasmin Green in Birchwood, where we will build fifty houses, flats and bungalows. We aim to start building these new homes in Spring 2026, ready for tenants to move in during Autumn 2027.

Twenty-two of these homes will be fully wheelchair accessible.



COMPLAINTS

44%

Tenant satisfaction
with how
complaints are
handled

92%

Percentage of
complaints we
responded to
within target

YOUR VOICE MATTERS

We welcome all feedback, positive and negative, and all feedback helps us improve our housing services.

Every quarter we work with Lincoln Tenants' Panel to review a sample of the complaints we receive. This helps us to monitor the quality and consistency of responses, and improve how we handle complaints. We've made big improvements to our complaints response times in 2024 - 25, although we know there is still more we can do to learn from tenants' feedback.

We have:

- Updated our complaints policies and procedures, to make sure we comply with the Housing Ombudsman's Complaints Code
- Adopted a Remedies Policy so that, when we uphold a complaint, the tenant receives an appropriate remedy that reflects the seriousness of the issue
- Committed to responding to 95% of complaints within target

POSITIVE FEEDBACK IS IMPORTANT TO US.

477

Complaints
received in
2024 - 25

418

Level One
complaints
received

246

Level One
complaints
upheld

59

Level Two
complaints
received

38

Level Two
complaints
upheld

LETTINGS

Number of households on our
Housing Register (2023 - 2024)

2036

Number of households on our
Housing Register (2024 - 2025)

2060

Priority band	Number of applicants 2024/2025
Band One	288
Band Two	531
Band Three	1,236
Not Eligible	5



490

Homes Let in
2024/2025

TENANCY SERVICES

NEW SPECIALIST TEAM – IMPROVING TENANCY SERVICES

In July 2024 we trialled some changes in our Tenancy Services Team, introducing three specialist teams for Rents, Anti-Social Behaviour (ASB), and Tenancy & Estate Management.

These changes were driven by:

- Tenant feedback, especially about ASB, highlighting the need for dedicated officers with specialist skills
- Reducing role conflicts, where officers were both supporting tenants and enforcing tenancy rules
- Staff feedback, who told us that having specialist roles would help them to deliver a better and more focused service and improve tenants' experience

Each team has its own dedicated contact details, making it easier for tenants to reach the right support. Visit www.lincoln.gov.uk and search **find your housing officer**.

55%

Tenants' satisfaction with the council's approach to Antisocial Behaviour

65%

Tenants' satisfaction with the council's contribution to their neighbourhood

72%

Tenants' satisfaction with communal areas

OUR PERFORMANCE

Measure Description	Outturn 23/24	Target 24/25	Q4 24/25	Status
Rent collected as a proportion of rent owed	99.69%	97.50%	99.07%	
Current tenant arrears as a percentage of the annual rent debit	2.88%	4.00%	3.38%	
Percentage of ASB cases closed that were resolved	98.88%	94.00%	96.68%	
Average days to resolve ASB cases	46.5 days	60 days	58.01 days	
Percentage of offers accepted first time (Allocations heading)	88.16%	85%	89.87%	
Percentage of repairs fixed first time	93.08%	92.00%	97.79%	
Appointments kept as a percentage of appointments made	96.95%	98.00%	98.78%	
Percentage of complaints replied to within target	35.18%	95.00%	92.65%	
Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	0.24%	1.00%	0.26%	

Measure Description	Outturn 23/24	Target 24/25	Q4 24/25	Status
Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	0.24%	1.00%	0.26%	
Percentage of properties at SAP rating C or above	New for 2024/25	Volumetric	94.87%	
Percentage of dwellings with a valid gas safety certificate	98.38%	99%	99.01%	
Percentage of reactive repairs completed within target time (priority 1 day only)	99.55%	99.50%	99.92%	
Percentage of reactive repairs completed within the target time (urgent 3 days repairs only)	89.29%	97.50%	95.85%	
Average time taken to complete urgent repairs (3 days)	2.17 days	3 days	2.06 days	
Percentage of rent lost through dwelling being vacant *	1.18%	1.00%	1.40%	
Average re-let time calendar days for all dwellings (excluding major works) *	39.87% days	36 days	45.71 days	
Average re-let time calendar days for all dwellings (including major works) *	46.59 days	42 days	52.53 days	

*OUR VOIDS PERFORMANCE

It currently takes the council 52 calendar days on average to re-let a home. This includes re-lets that need major refurbishment works. This figure is below our current target, however compared to most landlords this is still very good performance.