City of Lincoln Council Housing Services

Our Governance

2025 – 2030

CITY OF Lincoln COUNCIL

Together, let's deliver Lincoln's ambitious future

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Introduction

We want to make Lincoln the best place in the country to be a social housing tenant.



Good governance is essential to making sure we are doing the rights things for our current and future tenants, in a way that is timely, inclusive, open and honest.

What is governance?

Having 'good governance' means we run our services in compliance with the law and proper standards, and that we safeguard our tenants' and leaseholders' money by maximising the income we receive and spend it in a way that delivers the greatest benefits to our tenants. It means we use the Council's Housing Revenue Account (HRA) solely to fund housing services and make it easy for our tenants and leaseholders have more say in how we operate.

The last few years have been very challenging for social housing landlords, with political uncertainty, increased regulation, cuts to yearly rent increases, increased demand for housing, and rising repairs and maintenance costs all putting financial strain on our finances. Landlords now also have more responsibilities to empower tenants, improve the quality and safety of their homes, and provide redress when things go wrong.

We are committed to delivering on these challenges and building on our already strong performance and high levels of tenant satisfaction.

What is this document for?

This document sets out our governance arrangements as a social housing landlord. As we are part of City of Lincoln Council this document aligns with the council's overall governance framework which consists of:

- Our 'Vision 2030' Strategic Plan
- Our Code of Corporate Governance
- Our Annual Governance Statement
- Our annual Combined Assurance and audit functions
- Our annual Statement of Accounts

Who is this document for?

This Framework is for you, our tenants, and has been developed to be read and easily understood by you. We welcome all comments and questions on this Framework; if you want to provide us with feedback, please contact us at:

Director of Housing and Investment
City Hall
Beaumont Fee
Lincoln
LN1 1DD

Tel: 01522 881188

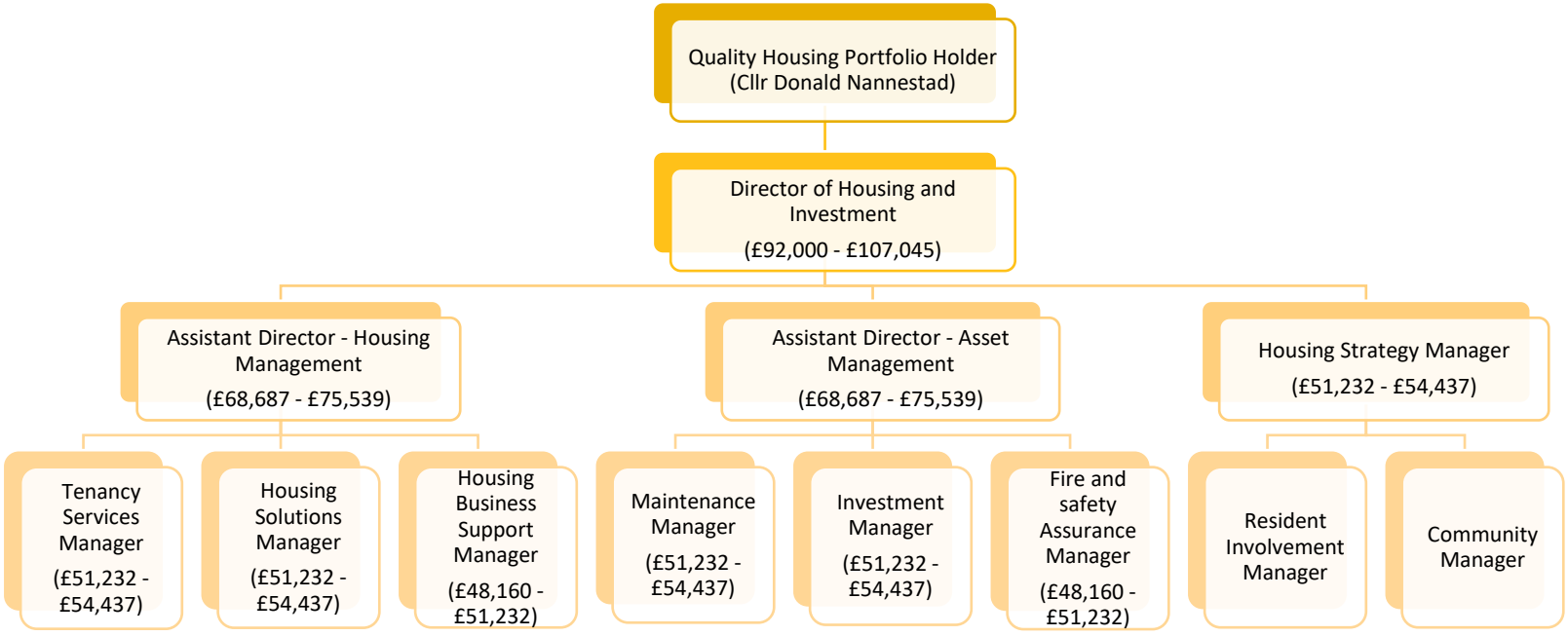
Email: housing.strategy@lincoln.gov.uk

Our Structure

This section tells you about our staffing structure and what our different teams do

We employ more than 250 people across a wide range of roles including housing officers, maintenance operatives, building and fire safety inspectors, and support staff.

Our management structure



In line with our data transparency rules, we have included salary information for all our senior staff who are paid more than £50,000 per year (correct as of 2025).

What our teams do:

Housing Management	Asset Management	Housing Strategy
• Tenancy and estate management • Rents and arrears • Leasehold • Housing solutions and homelessness • Antisocial behaviour • Support services • Caretaking services	• Repairs (including damp and mould) • Investment programme and planned improvements • Building and fire safety assurance • Void/empty properties	• Our 30-Year HRA Business Plan • Resident involvement and engagement • Newbuild homes and housing supply • Neighbourhood working

Our legal and strategy framework

This section tells you how we ensure we comply with the law

Housing law

As a social housing landlord, there are a range of legal duties that we must abide by. Some of these duties are longstanding, like how we allocate homes to people on our Housing Register and how we manage your tenancy. Our main legal duties are set out in the Housing Act 1985.

Other legal duties are new, like those introduced following the 2017 Grenfell Tower fire, and the death of two-year-old Awaab Ishak who died in 2020 from exposure to severe damp and mould.

Some of these more recent legal duties include:

The Social Housing (Regulation) Act 2023
Also known as 'Awaab's Law', this introduces a new era of regulation for social housing providers and aims to give tenants more power, ensuring people who live in social housing are listened to; live in safe, good quality homes; and have better access to help when things go wrong. The Act introduced a range of Consumer Standards; how we ensure we are complying with these Standards is summarised on page 12.

The Building Safety Act 2022
This Act requires owners of high-rise buildings to ensure they are structurally safe and comply with fire safety standards. We comply with the Building Safety Act by careful management of our three high-rise tower blocks Shuttleworth House, Jarvis House and Trent View.

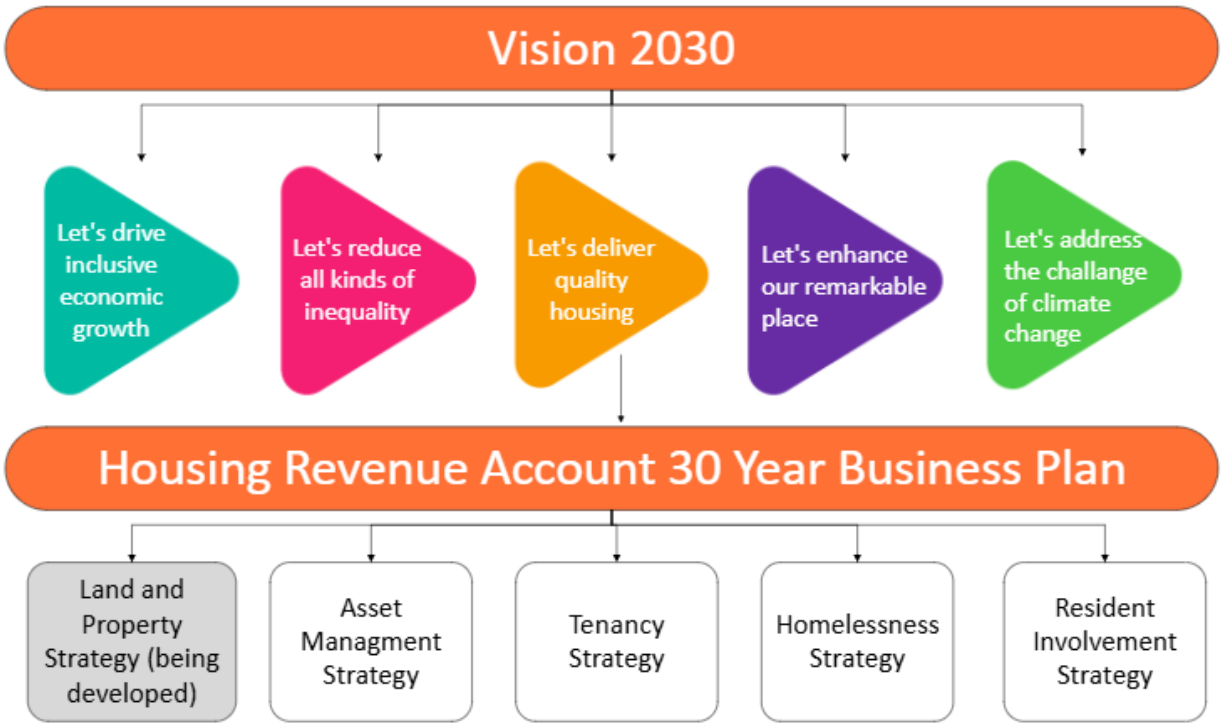
The Fire Safety Act 2021
This requires all owners of 'multi-occupied residential buildings' to manage and reduce the risk of fire, focusing on structural safety, cladding, balconies, windows, and fire doors.

The Homelessness Reduction Act 2017
Aimed at reducing homelessness, this Act gives councils a duty to prevent homelessness and give all eligible homelessness applicants temporary and secure accommodation. It also gives all public authorities a 'duty to refer' people experiencing homelessness to the council so they can receive help with housing.

We also comply with a range of other housing laws that set out how we manage tenancies; how we collect rent and handle rent arrears; and how we decide who is eligible and qualifies for social housing.

Our strategy framework

We want to make sure we deliver our landlord service in the best way for our tenants and Lincoln as a whole. To do this, we have a range of strategies and policies that set out our overall plans for social housing in the city, how our different teams work and how we make decisions. This is our strategy framework:



Housing Revenue Account 30-Year Business Plan

Uses data and evidence to predict how the city will change over the next 30 years, so we can plan to meet the accommodation needs of our current and future tenants.

The Business Plan has four objectives:

- Enable delivery of new affordable homes (1,700 by 2054)
- Improve core landlord services
- Estate regeneration
- Decarbonisation

Land and Property Strategy

Currently being developed, this strategy will set out how we decide what land we own and how we use to deliver the best outcomes for our tenants and neighbourhoods.

We are aiming to complete and adopt this new strategy in 2026.

Asset Management Strategy

Adopted in June 2025, this strategy explains how we look after tenants' homes.

Tenancy Strategy

This strategy sets out the different types of tenancies that we want all social housing landlords in Lincoln to provide, including housing associations and other types of 'registered provider'. This strategy aims to make sure all social housing tenants in the city have the same housing options available to them whoever their landlord is.

Homelessness Strategy

As well as being a landlord, as a council we have duties to help people affected by homelessness. We are signed up to the Lincolnshire Homelessness and Rough Sleeper Strategy (2022 – 2027), which outlines a county-wide approach to preventing homeless and reducing the need for people to rough sleep. We aim to make homelessness rare, brief, and non-recurring

Resident Involvement Strategy

This strategy is currently being renewed, and sets out how we will engage and communicate with our tenants and leaseholders to help them access our services and influence how we deliver them. We want all tenants to have opportunities to challenge and scrutinise our services, and to keep tenants informed about our performance and how we work.

We are developing a new 'menu of involvement' to help our tenants engage with us in ways that work best for them.

Our policies

We also have a wide range of policies and plans that outline how we run our day-to-day services:

Housing Management	Asset Management	Housing Strategy
• Tenancy Policy • Income Management and Arrears Policy • Allocations Policy • Downsizing Policy • Antisocial Behaviour Policy • Pets Policy • Neighbourhood Management Policy	• Repairs and Maintenance Policy • Aids and Adaptations Policy • Rechargeable Repairs Policy • Lincoln Property Standard • Decarbonisation Plan	• Acquisitions Policy • Disposals Policy

- Tenancy Fraud Policy
- Tenancy Agreement
- High Rise Asset Management Plan (one for each high-rise building)

Some of our services are also included in the council's wider strategies and policies, such as complaints handling.

Regulator of Social Housing

This section tells you about how we ensure compliance with the Regulator of Social Housing's Consumer Standards.

RSH Consumer Standards

The Regulator of Social Housing's Consumer Standards came into effect on 1st April 2024. There are four different Consumer Standards, and each Standard contains a range of outcomes we and other social housing landlords must demonstrate we deliver.

These are:

Safety and Quality Standard We understand the condition of our homes Our homes meet health and safety requirements Our homes comply with the Decent Homes Standard We run an effective repairs service We provide a good quality aids and adaptations service for tenants who need it	**Transparency, Influence and Accountability** We treat our tenants fairly and with respect We understand and meet our tenants' diverse needs We give opportunities for our tenants to engage with, influence and scrutinise our services We provide tenants with access to information about landlord services, including our performance We record and handle complaints effectively, and use feedback to help improve our services
Neighbourhood and Community Standard We make sure we provide safe shared spaces We co-operate with other public services and housing providers We deal effectively with antisocial behaviour and hate incidents We have effective systems in place to tackle domestic abuse	**Tenancy Standard** We allocate properties fairly and transparently We support tenants to sustain their tenancies and handle evictions appropriately We provide compliant tenancies and a range of tenures We offer mutual exchange and support for tenants who want to use it

We are yet to be inspected by the Regulator, and are currently working hard to make sure we're ready for our inspection.

Our finances

This section tells you how we fund our services

Where our money comes from

Our services are mostly funded solely from your rent, and from leaseholders' service charges. It is important that we maximise this income, invest it back into our housing services, and make sure you get the most from it.

We receive around £35 million income each year, with most of this coming from housing and garage rents. This money funds our 'Housing Revenue Account', which we use to deliver all our landlord services. This money cannot be used to pay for any other council services.

How we spend your rent

The council has strict financial procedure rules that control how we spend your rent.

Each year, we spend:

- Around a third of our rental income on maintaining tenants' homes
- Around 20% of our rental income on staff, agency and grounds maintenance

We also spend around £17 million each year on our Housing Investment Programme, which includes planned improvements to our homes, building new homes and buying additional homes for our stock.

Getting the most out of your rent

Inflation has put a lot of pressure on our Housing Revenue Account. Staffing costs have increased, and it now costs us much more to buy materials and equipment to repair and improve our tenants' homes, so it's more important than ever that we recover money owed to us, including:

- Re-charging tenants for repairing damage to their homes not caused by normal wear and tear
- Recovering repair and cleansing costs, where a tenant has left their home in an unacceptable condition after they've moved out
- Recovering unpaid rent that is still owed to us

We also have strict procurement rules to make sure we receive value for money from our contracts when we buy goods and services.

How we monitor our finances

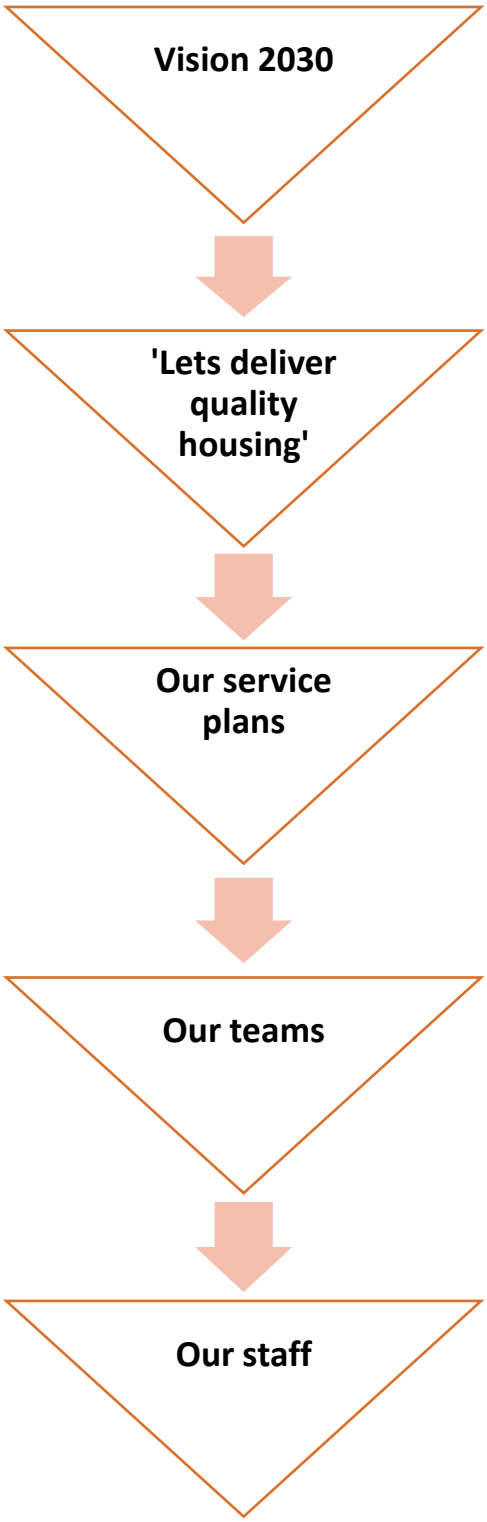
We work closely with the council's Finance team, who provide quarterly reports that are scrutinised by our management team, Portfolio Holder and councillors. This helps us make sure we regularly monitor our income and what we spend, so we can use our resources carefully and deliver the best outcomes for our tenants.

We publish our financial information on our website.

How we make decisions

This section tells you how we make decisions, and how we make sure we are open and transparent

As landlord of around 7,800 homes, we make lots of decisions that affect how we manage tenancies, how we maintain our neighbourhoods and our homes, and what projects we do to make sure services continue to meet our tenants' needs. We also regularly report on how we are achieving these aims.



Our strategic plan

As a council, we have good decision making structures in place across all council services. The council has a strategic plan that sets out what it will deliver in the city, called 'Vision 2030'.

There are five priorities within Vision 2030 that, together, aim to make the city a great place to live, work and visit. These are:

- Let's reduce all kinds of inequality
- Let's deliver quality housing
- Let's drive inclusive economic growth
- Let's enhance our remarkable place
- Let's address the challenge of climate change

Let's deliver quality housing

Our landlord services are mostly linked to 'let's deliver quality housing'; although some of what we do such as improving our estates, helping our tenants access the right benefits, and improving the energy efficiency of our homes, enable us to contribute to other priorities too.

We use annual service plans and strong leadership to make sure we deliver excellent services to our tenants and make good decisions, and there is a 'golden thread' throughout our service so we know all our teams are working towards the same shared goals.

Openness, transparency and scrutiny

The council has a Constitution that sets out how decisions are made and who can make them. These are the roles and responsibilities of our key committees and people:

Council, Executive

- Set the annual budget and rent increases
- Approve strategies and policies
- Responsible for making major decisions that affect our landlord service
- Agree our performance targets each year

Portfolio Holder (Quality Housing)

- Accountable for the overall performance of our landlord services
- Decides, in consultation with the Strategic Director, how we run our services day-to-day

Strategic Director of Housing, Assistant Directors and Service Managers

- Manage the Housing Revenue Account and our budgets
- Make decisions about individual people and tenancies in line with approved strategy and policy
- Responsible for ensuring our services run effectively
- Keep the Portfolio Holder informed of how our services are operating

Lincoln Tenants' Panel

- Ensure tenants' voices are represented when the council makes decisions
- Are represented at Housing Scrutiny Sub-Committee
- Challenge and influence our decisions and performance
- Review how our services run and what services we provide

Housing Appeals Panel

- Decides appeals against decisions made by the Strategic Director of Housing, Assistant Directors and Managers

Housing Scrutiny Sub-Committee

- Scrutinises our performance, how well our services are running and that they meet our tenants' needs
- Reviews our strategies, policies and major decisions before they are adopted
- Focus on themes and topics to deepen understanding of how our services function

Audit

- The Internal Audit team check on our services to make sure we're following the law and our strategies and policies
- Our finances are also checked every year by an external auditor, who makes sure we're using our Housing Revenue Account properly and keeping good records of our income and how we spend it.

Local councillors

Each of the city's 11 wards has three councillors, who represent all residents who live in their ward and can raise issues or suggestions on residnents' behalf. Local councillors are appointed once every four years during elections.

Our Council, Executive and Housing Scrutiny Sub-Committee meetings are public meetings and the public can attend these to observe. Agendas, reports and notes of these meetings are all published on our website Committees and meetings – City of Lincoln Council.

Resident Involvement and understanding your needs

This section summarises how tenants can get involved, how we engage with you and how you can have your say in how we deliver our services

It is important that, as your landlord, we make it easy for you to engage with us, give us feedback and help us design our services so they meet your needs and the needs of other tenants. We do this in several ways:

Lincoln Tenants' Panel

The Lincoln Tenants' Panel (LTP) represents all tenants who live in our homes. It is the largest residents' group in the city, and plays an important role in monitoring our performance, influencing and scrutinising how we make decisions, and helping us identify how we can make our homes and neighbourhoods great places to live.

The LTP is a group of tenants and leaseholders (people who live in ex-council flats and maisonettes) from across the city. The LTP meets monthly to discuss issues that affect tenants, and LTP members also attend council meetings.

The LTP works hard to be the voice for our tenants, is separate from the council and works with us to scrutinise and help us improve our landlord services. Recent examples of LTP's work include:

- Helping to develop our 30-Year Business Plan
- Reviewing our ASB service and identifying how we can improve it
- Working with us, and Lincolnshire Fire and Rescue, to deliver engaging exercises to residents living in our three high rise buildings
- Co-creating our Resident Involvement Strategy and our new 'menu of involvement'
- Evaluating our grounds maintenance and assisted garden schemes
- Oversaw creation of our new tenants' digital newsletter and magazine
- Reviewing and helping us improve how we do estate inspections
- Scrutinising complaints about our services and how we respond
- Reviewing and influencing our policies and strategies

You can contact the LTP about an issue or suggestion, or find out about joining, by:

Email: LTP@lincoln.gov.uk
Telephone: 01522 873398
Facebook: search Lincoln Tenants Panel

Tenant surveys and consultations

Your views are important to us, and we regularly use your feedback to help us understand the effectiveness of our services and what we can do to improve them. Surveys and other forms of tenant engagement enables us to ask you for your views; recent engagements with tenants have influenced the content of our Housing 30-Year Business Plan, and helped us identify how to improve our caretaking service.

We are keen to hear suggestions from tenants on how to improve our services, so if you have a good idea to improve your neighbourhood please contact us to let us know:

Email: tenant.participation@lincoln.gov.uk

Tenant Satisfaction Measures (TSMs)

The Regulator of Social Housing requires all landlords to collect and publish Tenant Satisfaction Measures (TSMs). The tenants we survey are chosen at random, and we'd like to thank all tenants who take part.

We use your feedback from these surveys to help improve our services. So far, we have:

- Worked with LTP to improve how we deal with ASB in our neighbourhoods
- Improved our complaints process, including response times and the quality of our responses
- Created a new damp and mould policy, and implemented a campaign to raise awareness of the policy and how we will comply with Awaab's Law
- Started to change the way we work, to reduce call wait times when residents contact us
- Begun reviewing our Scheduled Repairs process to reduce the amount of time tenants wait for non-emergency repairs

Residents' groups

There are several residents' groups in the city, who mostly focus on issues in the communities where their members live. These groups help their members get to know their neighbours, do activities and community projects, and help resolve local issues like parking problems and antisocial behaviour.

More information on our residents' groups is available on our website: www.lincoln.gov.uk

Lincoln's Citizens' Panel

We also have a Citizens' Panel, run by the council's Policy team, which is open to everyone who lives in the city. The Citizens' Panel enables residents to have their say

about other services the council provides such as our annual budget, parking and transport services, parks and open spaces, leisure services and waste collection.

If you are a member of the Citizens' Panel you will be sent at least three surveys to complete each year, and you will be invited to get involved in other activities where you can tell us what you think about the council's services. We are keen for more tenants to join our Citizens' Panel, so tenants' voices are heard on non-housing issues and so we can ensure the make-up of the Panel reflects who lives in our city.

If you want to find out more about our Citizens' Panel you can visit our website: Citizens' Panel – City of Lincoln Council. Alternatively, you can also contact us by email at policy@lincoln.gov.uk, or by telephone on 01522 873315.

Compliments and complaints

Our teams work hard to deliver the best possible service, and we welcome feedback and new ideas so we can continue to improve. We welcome and record all compliments about our staff, and report this regularly to our councillors and senior management team.

Whilst we strive to meet all our tenants' expectations, we accept that occasionally things can go wrong. Complaints help us to understand our customers' needs, ensure we continually improve our services so they are easy to use, and give us a chance to put things right when our service falls below the standards we aim for.

We handle complaints using the council's Corporate Complaints Policy. There are several ways to make a complaint:

- By email: complaints@lincoln.gov.uk
- By telephone: 01522 881188
- By completing a form on our website

Understanding our tenants

We are currently completing a 'Tenants' Census' to make sure the information we hold about you is correct and up to date. This will help us ensure we continue to design and adapt our services around your needs.

Our performance

This section explains how we review our performance to make sure we're delivering high quality services

With around 7,800 homes we are the biggest landlord, in the city. It is therefore important that we know how well we are performing for our tenants and neighbourhoods.

We do this by monitoring a range of performance measures each year which, when taken together, help us understand which parts of our services are performing well and where we can improve.

How and why we measure performance

The council has a Lincoln Performance Management Framework (LPMF). This applies to all council services and explains why performance is important, what we measure and how. Our landlord service is one of the key services we measure and is driven by:

- Data on how we are performing; and
- Information we hold on our tenants so we understand who lives in our homes, what their needs are and how these needs may change in the future.

We hold lots of data on our services, and we closely monitor our performance so we can identify what's working well and where we need to improve. We are investing in our IT systems so we can continue to ensure our data is held in one place, is easy to understand, is reliable and able to help us make the right decisions.

Our performance is continuously monitored by our management teams, and we report our performance to our Housing Scrutiny Sub-Committee every quarter so it can be scrutinised and our management team and Portfolio Holder can be held to account.

We also report our Tenant Satisfaction Measures results to our Housing Scrutiny Sub-Committee and use these results to identify what we need to do to make our services better and improve satisfaction.

Benchmarking

We regularly compare our performance to other social housing providers, particularly providers who are similar to us based on:

- The types of homes in our stock
- The number of homes we manage
- The types of tenants who live in our homes

This is known as 'benchmarking', and we include this information when we report our performance.

Service Improvement

We are open and transparent about our performance, and report this information in several ways:

- Our website
- At our Housing Scrutiny Sub-Committee and Executive meetings
- Our tenants' magazine and digital newsletter
- In briefings with our Portfolio Holder

Our LTP and Housing Scrutiny Sub-Committee challenge areas of underperformance, and, where we are underperforming, investigate why and check that we take action to improve.

Alternative language formats

The City of Lincoln Council is passionate about promoting equality and diversity. If you have difficulty in understanding anything in this document, please call us on 01522 881188, or email us at customer.services@lincoln.gov.uk, where we can call in an interpreter for you.

Arabic

تهتم بلدية مدينة لينكولين Lincoln بتشجيع المساواة والتنوع فيها. واذا واجهتك أية صعوبة في فهم أي من الأمور الواردة في هذه الوثيقة ، فيرجى منك الاتصال بنا على رقم الهاتف: 01522 881188 أو إرسال رسالة إلكترونية إلينا إلى العنوان الإلكتروني التالي: customer.services@lincoln.gov.uk, حيث سنكون قادرين بأن نحضر مترجم لمساعدتك في فهم هذه الوثيقة.

Bangla

ইকোয়ালিটি এ্যান্ড ডাইভার্সিটির (সমতা ও বৈচিত্রের) অগ্রগতি করতে এই সিটি অভ লিঙ্কন কাউন্সিল প্রবল ভাবে উৎসাহী। এই নথিতে কোন কিছু বুঝতে আপনার অসুবিধা হলে, দয়া করে 01522 881188, নম্বরে আমাদের কল করবেন অথবা customer.services@lincoln.gov.uk, ঠিকানায় আমাদের ইমেইল করবেন যে ক্ষেত্রে আপনার জন্য আমরা একজন দোভাষীকে ডেকে আনতে পারব।

Bulgarian

Община Линкълн изключително много държи да насърчава равенството и разнообразието. Ако се затруднявате да разберете нещо в този документ, моля, обадете ни се на номер 01522 881188 или ни изпратете имейл на customer.services@lincoln.gov.uk, където можем да Ви свържем с преводач.

Kurdish

Encûmena Bajarê Lincoln bi dilgermî dixwaze wekhevî û pirrengiyê pêş bixe. Heke hûn di têgihîştina tiştekî di vê belgeyê de zehmetiyê dikişînin, ji kerema xwe li ser 01522 881188 telefon bikin, an jî ji me re nameyek bişînin ji bo (customer.services@lincoln.gov.uk), li wir em dikarin ji bo we wergêrek gazî bikin.

Lithuanian

Linkolno savivaldybė aistringai skatina lygybę ir įvairovę. Jei jums sunku suprasti tai, kas parašyta šiame dokumente skambinkite mums 01522 881188 arba rašykite el. paštu customer.service@lincoln.gov.uk ir mes galėsime jums suorganizuoti vertėją.

Polish

Radzie Miasta Lincoln zależy na promowaniu równości i różnorodności. Jeżeli mają Państwo trudności ze zrozumieniem treści zawartych w niniejszym dokumencie, prosimy skontaktować się z nami pod numerem telefonu 01522 881188 lub wysyłając e-maila na adres customer.services@lincoln.gov.uk, w ten sposób będziemy w stanie zamówić usługi tłumaczeniowe dla Państwa.

Portuguese

A Câmara Municipal da cidade de Lincoln dedica-se fortemente a promover a igualdade e a diversidade. Se tiver dificuldade em compreender alguma coisa neste documento, por favor, ligue-nos para o número 01522 881188 ou envie-nos um e-mail para customer.services@lincoln.gov.uk, onde poderemos agendar-lhe um intérprete.

Romanian

Consiliul orașului Lincoln este pasionat de promovarea egalității și a diversității. În cazul în care întâmpinați dificultăți în a înțelege ceva din acest document, vă rugăm să ne sunați la 01522 881188 sau să ne trimiteți un e-mail la customer.services@lincoln.gov.uk, și vă putem chema un interpret.

Russian

Городской совет г. Линкольн пропагандирует принципы равенства и культурного разнообразия. Если Вы не уверены, что можете прочитать и понять данный документ или его части, убедительная просьба позвонить нам по телефону 01522 881188 или написать по адресу customer.services@lincoln.gov.uk. Мы запросим для Вас услуги переводчика.

Slovak

Rada mesta Lincoln sa oduševnene venuje propagácii rovnosti a diverzity. Ak máte problém s pochopením čohokoľvek v tomto dokumente, zavolajte nám na číslo 01522 881188, alebo nám pošlite e-mail na adresu customer.services@lincoln.gov.uk, kde vám môžete zabezpečiť tlmočníka.

Turkish

Lincoln Şehri Belediyesi eşitlik ve farklılığın teşvik edilmesinde tutkuludur. Bu dokümandaki herhangi birşeyi anlamakta zorluğunuz var ise bizi lütfen 01522 881188 numaralı telefon numarasından arayınız, ya da sizin için bir tercüman çağırabileceğimiz customer.services@lincoln.gov.uk e-posta adresinde bize yazınız.

Ukrainian

Міська рада Лінкольна активно сприяє рівності та різноманітності. Якщо вам щось незрозуміло у цьому документі, зателефонуйте нам за номером 01522 881188 або надішліть електронного листа на адресу customer.services@lincoln.gov.uk, і ми викличемо для вас перекладача.

If you would like this information in an alternative format, for example in large print or electronically, please contact us on (01522) 873333 or email housing.strategy@lincoln.gov.uk