

HOUSING SCRUTINY SUB-COMMITTEE

Thursday, 31 October 2024
6.00 pm
**Committee Rooms 1 and 2,
City Hall, Beaumont Fee,
Lincoln, LN1 1DD**

Membership:	Councillors Gary Hewson (Chair), Pat Vaughan (Vice-Chair), Alan Briggs, Liz Bushell, Natasha Chapman and Loraine Woolley
Substitute member(s):	Councillors Adrianna McNulty and Emily Wood
Lincoln Tenants Panel member(s):	Mick Barber (Chair of LTP), Caroline Coyle-Fox (Vice Chair of LTP), Mike Asher (Member of LTP), Sean Newton (Member of LTP) and Debbie Rousseau (Member of LTP)
Officers attending:	Kevin Bowring (Investment Manager), Paula Burton, (Assistant Director, Housing Management), Democratic Services, Matthew Hillman, (Assistant Director, Asset Management), Emily Holmes, (Assistant Director, Strategic Development), Michelle Hoyles (Housing Strategy Manager), Ben Jackson (PPASB & Licensing Manager), Daren Turner (Strategic Director, Housing and Investment), and Marianne Upton (Tenancy Services Manager)

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Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
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Present:	Councillor Gary Hewson (<i>in the Chair</i>)
Councillors:	Pat Vaughan, Alan Briggs, Clare Smalley and Liz Bushell
Also in Attendance:	Mick Barber (Chair of LTP), Caroline Coyle-Fox (Vice Chair of LTP), Mike Asher (Member of LTP) and Sean Newton (Member of LTP)
Apologies for Absence:	Councillor Natasha Chapman, Councillor Loraine Woolley, Debbie Rousseau, Matthew Hillman, Donna Lyons and Laura Shipley

14. Confirmation of Minutes - 08 August 2024

RESOLVED that the minutes of the meeting held on 8 August 2024 be confirmed.

15. Declarations of Interest

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Financial Performance - Quarterly Monitoring'. His grand-daughter worked in the Finance Department at the City of Lincoln Council.

16. Lincoln Tenants Panel (LTP) Project Update

Mick Barber, Chair of Lincoln Tenants Panel (LTP), provided a written report which highlighted the Panel's continued work on a variety of projects with tenancy services, fire safety assurance, maintenance, business management and resident involvement teams. The briefing note, designed as a regular update to members of Housing Scrutiny Sub-Committee, covered the following areas:

- Mick Barber continued to attend Social Housing Quality Network Panel and ARCH committee meetings
- LTP had attended all estate inspections and continued to monitor and review actions from the inspections
- TPAS delivered a training/networking day at City Hall on 14 September 2024 which was hosted by the LTP. North Kesteven District Council's Tenancy Advisory Panel (TAP) were invited to review the scrutiny processes, the impact of tenant satisfaction measures and consumer standards
- The Chair of Lincoln Tenants Panel advised additional working groups had been created to review the following:
 - Incentive to Downsize Scheme
 - Grounds Maintenance Contract Renewal
 - Gardens Review – Housing Assistance Scheme
 - ASB Procedures
 - Tenancy Sustainment

RESOLVED that the content of the report be noted with thanks.

17. Downsizing Policy and Review

Marianne Upton, Tenancy Services Manager:

- a) presented the Housing Scrutiny Sub-Committee with an update on the initial 6-month pilot of the Downsizing Policy
- b) stated that the original policy was written and agreed in 2023 with a view to helping tenants receive Discretionary Housing Payments (DHP) to meet the shortfall in their rent due to being impacted by the spare room subsidy
- c) highlighted that the original budget for the 6-month pilot was £80,000 and it was anticipated that this could help up to 20 tenants downsize to a more suitable property. The 6-month pilot ended in June 2024
- d) explained that the LTP requested a review into the process and had been involved in this area of work. The Panel agreed to carry out a mini scrutiny exercise on the current policy and the outcomes, carry out benchmarking exercises against schemes that other housing providers operated and be involved fully in reviewing the scheme to make recommendations about the future of the scheme and improvements.
- e) referred to Appendix 1 of her report stating the current policy and its outcomes
- f) concluded that the next steps were for the panel to make proposals for any improvements to the policy, alongside proposals from officers involved in the process and co-produce an updated policy if it was recommended to continue
- g) welcomed members comments and questions

Question: How was the Policy going to be publicised?

Response: If taken forward, it would be advertised widely through internal communications. Officers were gathering more up to date contact details and the initial batch of people would receive letters. All Housing Officers were aware of what to do and were working closely with housing solutions to complete a downsizing application.

Question: What was the timescale of review before the decision making took place?

Response: It depended on the review of the scheme. It was beneficial to wait until the 5 had been completed to know the exact costs but ideally, as soon as possible.

Question: Would feedback be provided by the people involved?

Response: Yes, LTP members had been welcomed to provide feedback on behalf of the public.

Question: In relation to the eligibility of the scheme, why had low demand properties such as maisonettes and flats not been included?

Response: It wasn't part of the initial criteria, but it could be added in at a later date.

In addition to the above, Daren Turner, Director of Housing and Investment advised the Committee that the policy could be referred to as the Right Size Policy rather than Downsizing Policy. The key to the policy was maximising stock and ensuring that one move led to 4 or 5 other moves. Once the review had taken place, the scheme would be looked at from a wider perspective and how it could be used more effectively on all Housing stock.

Question: In relation to the 5 cases outstanding following the 6-month pilot, how would the scheme work in the future? How were arrears cleared?

Response: Incentive payments would be considered to look at debts owed. Officers would be in a better position to advise once cases were complete and agreed to set up a working group to discuss the outcomes once they had been decided.

Question: Who would manage the scheme going forward?

Response: The Tenancy Services Team were the lead on it.

Question: In relation to properties that weren't approved long term, was there reconsideration for the same person if they had a change in circumstance?

Response: Yes, it would be a consideration.

RESOLVED that:

1. A working group be set up to update the Housing Scrutiny Sub-Committee on the outcomes of the 5 outstanding properties following the 6-month pilot scheme, once completed.
2. The report be noted with thanks.

18. Voids Recharges Report

Mick Barber, Chair of Lincoln Tenants Panel (LTP):

- a) provided the Housing Scrutiny Sub-Committee with an update on the initial piece of work that the LTP had assisted in, in relation to recharges
- b) explained that the Council continued to maintain exacting standards of void cleanliness for tenants, recover the costs associated with cleaning voids, encourage tenants to leave properties in an acceptable condition and to streamline the process of preparing properties for new tenants, and reducing void turnaround times. This would drive down cost ultimately picked up by the tenants, ensure houses were let in a better condition and in a shorter time
- c) highlighted that the Housing department had an established recharge mechanism where tenants could be asked to pay for damage and associated cost that had been caused during a tenancy, and not considered reasonable. To instigate a complete review, the LTP had initiated, with the support of the Voids team, a pilot review of the void's elements of these charges
- d) referred to Appendix A of his report which outlined the adjusting cost and recharging tenants for cleansing upon leaving a City of Lincoln Council property
- e) thanked Officers for their outstanding efforts on this work, in particular Daryl Wright and Donna Lyons
- f) welcomed members questions and comments.

Question: Who was responsible for visiting the properties for the census?

Response: Additional resources had been put in place and two vacancies were currently being advertised for to carry out this work, with support from Housing Officers.

Question: How would other issues that were picked up during inspections such as hoarding, be dealt with?

Response: The responsible officer would be made aware and the issue would be referred.

Question: When a tenant vacated a property, was any support provided in terms of removals?

Response: The tenant was expected to make their own arrangements when vacating a property. Officers had previously engaged with tenants and provided skips and other removal equipment in the agreement they'd repay the Council for it at a later date.

Daryl Wright, Maintenance Team Leader, concluded the item and advised the Sub-Committee that conditions of a property would be more visible going forward which should inevitably alleviate the problem. Information was provided to tenants which informed them about recharges and it was also explained in the Tenancy Agreement the circumstances if properties weren't maintained. When a tenancy ended, tenants were provided with information on how property should be left and in what condition. Once completed, the tenant would be advised on why the recharges had been made.

Additionally, Paula Burton, Assistant Director, Housing Management advised that she would arrange for information on rechargeable repairs to be circulated to the Sub-Committee further to the meeting.

RESOLVED that:

1. Information on rechargeable repairs be circulated to the Sub-Committee for information.
2. The report be noted with thanks.

19. Performance Monitoring Report Quarter 1 - 2024/25

Michelle Hoyles, Business Manager, Corporate Policy:

- a) presented Housing Scrutiny Sub-Committee with a summary on performance indicators for the Directorate of Housing and Investment (DHI) for Quarter 1 of 2024/25 (April - June)
- b) added that regular monitoring of the Council's performance was a key component of the Local Performance Management Framework and supported its ongoing commitment to continuous improvement of Council services
- c) confirmed that there was a total of thirty-three performance indicators monitored by DHI; an overview of performance for the first quarter of 2024/25, against such indicators, was attached at Appendix A to the report
- d) reported that during the first quarter of 2024/25, 17 performance measures met or exceeded their agreed target; 3 were performing close to target; and 5 performed below target
- e) highlighted that of the 5 measures performing below target, one is a corporate measure related to call handling in the Customer Service Contact Centre.

This measure 'CS3' related to all calls received by the Contact Centre and therefore included data not linked to Housing Services

- f) referred to Appendix A of the report, specifically sections 5-11 which highlighted the key conclusions
- g) confirmed that further detailed information on the areas highlighted was provided within the report
- h) welcomed members questions and comments.

The Committee discussed the report in further detail, in particular, the redirection of calls that were currently being filtered through Customer Services to Hamilton House. Members queried whether calls could be forwarded directly to Hamilton House without going through Customer Services however Officers explained it was a complex issue that would require moving Customer Services staff over to Hamilton House.

Following this discussion, Members suggested to the Chair that an update from Jo Crookes (Customer Services Manager) on call times be added to the work programme for a future meeting.

RESOLVED that:

1. Jo Crookes, Customer Services Manager be invited to a future meeting to provide an update on call time targets.
2. The report be noted with thanks.

20. Financial Performance - Quarterly Monitoring

Adam Oxley, Principal Finance Business Partner:

- a) presented a report to Housing Scrutiny Sub-Committee with a summary of the first quarter's performance (up to 30 June 2024), on the Council's:
 - Housing Revenue Account
 - Housing Repairs Service
 - Housing Investment Programme
- b) provided information on the Council's:
 - **Housing Revenue Account** — For 2024/25 the Council's Housing Revenue Account (HRA) net revenue budget was set with a planned contribution from balances of £101,220, resulting in estimated general balances at year-end of £1,030,024, after allowing for the 2023/24 outturn position. The HRA was currently projecting a forecast underspend of £607,544, which would result in HRA balances of £1,637,568 as at the end of 2024/25 (Appendix A provided a forecast Housing Revenue Account summary). Although the forecast position was an overspend there was a number of significant variations in income and expenditure. Full details of the main variances were provided at Appendix B.

- **Housing Repairs Service** – For 2024/25 the Council's Housing Repairs Service (HRS) net budget was set at zero, which reflected its full cost recovery nature. At quarter 1 the HRS were forecasting a deficit of £355,311 in 2024/25. Full details of the main variances were provided at Appendix C.
- **Housing Investment Programme** – The revised programme for 2024/25 amounted to £22.763m following the 2023/24 outturn position. At quarter 1 the programme had been decreased by £5,112m to £17.650m as shown at paragraph 7.2 of the report. The overall expenditure on the Housing Investment Programme at the end of quarter 1 was £2.517m, which was 14.26% of the 2024/25 revised programme. This excluded expenditure relating to Western Growth Corridor, which was currently shown on the General Investment Programme (GIP), to be apportioned at year end (current forecast outturn £0.984m) as detailed at Appendix G of the report. A further £1,082m had been spent as at the end of July 2024.

c) invited members questions and comments.

Members of Housing Scrutiny Sub-Committee considered the content of the report in further detail, asked questions and received relevant responses from Officers thereon.

RESOLVED that the financial performance for the period 1 April 2024 to 30 June 2024 be noted with thanks.

21. **Briefing on Right to Buy and Section 106 Funds (Verbal Report)**

Paula Burton, Assistant Director, Housing Management, presented the Housing Scrutiny Sub-Committee with a verbal update on Right to Buy and Section 106 Funds. She outlined the following key points:

- Right to buy receipts were funds the Council received when a Council property was sold through the Right To Buy scheme. This applied to Right to Buy houses built before 2008.
- Receipts received were used to recover the cost to administer Right to Buy, debt and capital works. Any share not required by Treasury could be used for buying back former Council properties or additional homes for affordable or social rent.
- 5 elements were considered when making the calculation which were:
 - Transaction
 - Allowable debt
 - Local Authority Share
 - Buy Back Costs
 - Treasury Share
- The funds had to be spent within a 5-year period and failure to do so would result in it having to be paid it back to the treasury through the housing capital receipts pooling.

- Daren Turner, Strategic Director of Housing and Investment and Jaclyn Gibson, Chief Finance Officer retained delegated authority to determine how funds would be spent.
- Other funding options such as S106 contributions could be merged if it was related to housing
- At present, £4.46m was available in right to buy receipts in 2024/25 and 20 properties had been identified.
- There was currently no risk to pay the money back to Government as properties had already been purchased. The City of Lincoln Council was in a healthy position and wouldn't have to pay any of it back as the funds had been spent appropriately.

The Committee discussed the above information in further detail, asked questions and received relevant responses from Officers thereon.

In addition, the Assistant Director, Housing Management agreed to circulate a written briefing to the Committee after the meeting to digest at their leisure.

RESOLVED that:

1. The Assistant Director, Housing Management to provide a written briefing to be circulated to the Sub-Committee after the meeting.
2. The verbal report be noted by members.

22. Housing Management Structure Update (Verbal Report)

Paula Burton, Assistant Director, Housing Management:

- a) presented a verbal update in relation to the recent changes to the Housing Management structure in which she highlighted the following key changes:
 - The Tenancy Services team were now responsible for providing support to the Rough Sleeper Team. Fiona Chapman (Rough Sleeper Support Worker) and her team had moved across to Tenancy Services to promote Tenancy Sustainment as part of a temporary change
 - The Supported Housing Team were now under the management of Marianne Upton, Tenancy Services Manager as part of Tenancy Services
 - The Housing Solutions Manager role had been moved under Tenancy Services and Voids under the Maintenance Team which allowed the relevant Service Managers to focus on Allocations and Homelessness
 - The Rough Sleeper Team still remained part of the Housing Solutions team
 - Two additional Housing Officers and one Housing Assistant were currently being advertised for to work on the Tenant Census alongside a Housing Strategy Officer.

- b) highlighted that these changes took place following a review of the structure and reiterated that they were temporary and being piloted for 3 to 6 months
- c) explained that in relation to rough sleepers, some of the criteria was applied generously on what would be defined as a rough sleeper so officers had reverted back to stricter criteria. She agreed to provide a more in-depth update at the next meeting
- d) welcomed members comments and questions.

Question: Would the Rough Sleeper figures increase even more with early release of prisoners?

Response: It wasn't expected to increase drastically and there was currently no indication that it would.

RESOLVED that:

- 1. An update be presented by Paula Burton at the next meeting of the Housing Scrutiny Sub-Committee.
- 2. The verbal report on structure changes be noted with thanks.

23. **Work Programme 2024/25**

The Democratic Services Officer:

- a. presented the work programme for Housing Scrutiny Sub-Committee for 2024/25 as detailed at Appendix A of the report
- b. highlighted that the work programme could be further populated in accordance with Housing Scrutiny Sub-Committees requests for topics of discussion and areas of preferred scrutiny to be used as a working document, added to or amended at members discretion at any time during the 2024/25 Municipal Year
- c. confirmed that the work programme included those areas for scrutiny linked to the strategic priorities of the Council and themed housing matters, to ensure that the work of the committee was relevant and proportionate.

RESOLVED that:

- a) The content of the Work Programme for 2024/25 be noted, subject to following additions for October 2024:
 - An update by the Tenancy Services Manager on downsizing results from the pilot
 - The Assistant Director, Housing Management to liaise with Democratic Services, to remove some items from the October work programme and arrange a Member Development session separately.
 - The Assistant Director, Housing Management to provide an update on the Housing Structure change progress
 - Jo Crookes, Customer Services Manager to be invited to provide an update on call targets
- b) The work programme 2024/25 be noted and approved by the Chair.

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Lincoln Tenants Panel (LTP) Project Updates

LTP continue to work with tenancy services, fire safety assurance, maintenance, business management and resident involvement on a variety of projects, hold monthly meetings, weekly void inspections, quarterly complaints and ASB complaint reviews, and created additional working groups focusing on tenancy service – gardens, ASB and tenancy sustainment.

Mick Barber continues to attend Social Housing Quality Network Panel and ARCH committee meetings.

All members of LTP have attend the following training and seminars hosted by Four Million Homes and engaged with Tenant Participation Advisory Service (TPAS) national involvement week:

- Service Influencers Day - session highlighted tenant reviews , scrutinises, and mystery shopping to improve housing service.
- Community Do-ers Day – These sessions highlighted tenants associations, block and community champions who make a difference in their communities.
- Decision Makers Day – session highlighted techniques used by tenant board members and tenants when making their voices heard as part of their Landlords Governance structure.

LTP organised a joint training workshop with North Kesteven District Council tenants' panel delivered by TPAS focusing on consumer standards and impact of TSM's. LTP also attended the ARCH conference in September.

LTP are working with the Resident Involvement to co-create a digital newsletter/magazine – HOME covering important updates, how to stay connected in communities, tips and advice , updates from Lincoln Tenants Panel (LTP) and more.

LTP have attended their first session on the future of resident involvement and will be co-creating the new menu of involvement.

Thank you.

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Agenda Request from Housing Scrutiny Sub-Committee

“Reasons for Performance Downturn and Targets being Missed, Action Plans and Activity to Redress.”

Please accept my apologies that I am unable to attend the meeting on 31 October as I will be on planned leave. Please find a written report below and an assurance that I will attend a future meeting on request, if further discussion is required.

Joanne Crookes

1. Customer Service Performance

The Customer Services Team on the front-line answer a wide variety of calls and a huge number of enquiries as referenced in the Council's Quarterly Performance Report.

Half year 2024-2025 - Calls answered 85,720, E-mails dealt with 12,917.

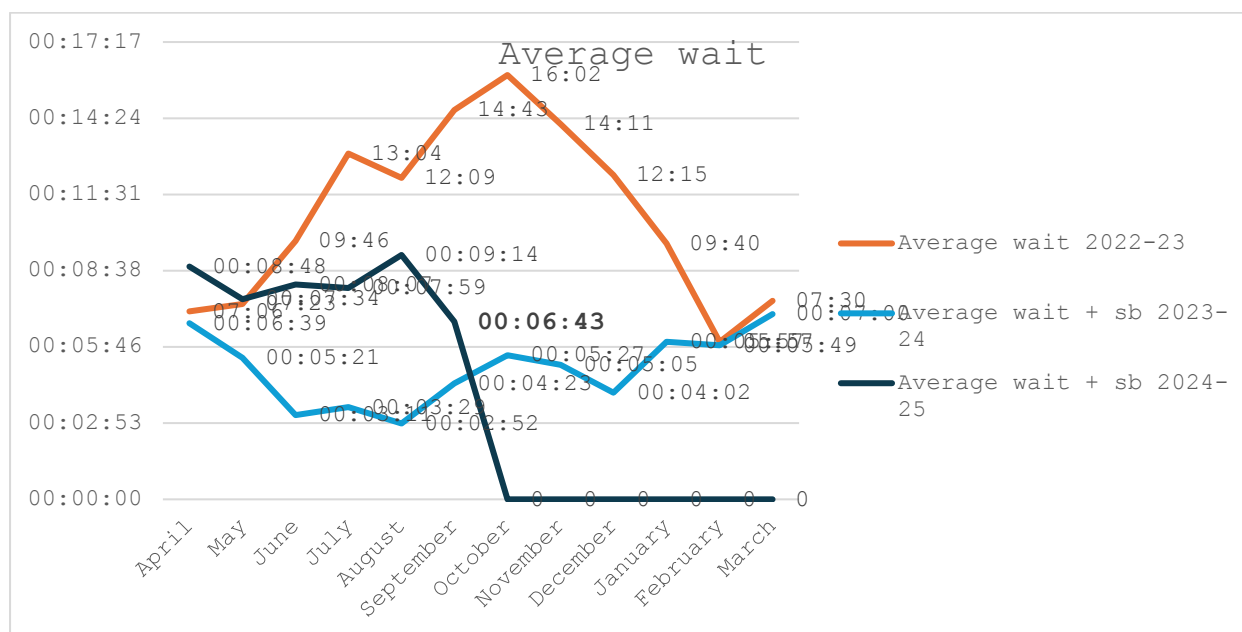
Service Purpose and Call Quality:

Customer Service Advisors (CSAs) provide a response to customer enquiries and are trained and monitored on the quality of the interaction and the service provided. Residents call about a range of issues from the simple repair requests or checking their rent balance to discussions about difficulty paying their rent, neighbour nuisance, domestic abuse and their struggles with mental health.

The focus is always on the quality of the response, and all team members endeavour to resolve as many issues as possible during the course of the call. CSAs are trained to deliver a service to customers, they need to spend time diagnosing the problem and doing what they can to seek a solution and put the solution in place. Each call comes with a requirement to add notes to a system recording action taken, possibly book an appointment, refer to a specialist officer for advice or complete a report for further investigation.

CSAs work as efficiently as possible but are not expected to prioritise handling calls quickly over supporting customer needs. Meaningful calls take time. The average call length is nearly 7 minutes, but many calls last much longer than this.

Call Waiting Times:



The average call wait time in September 2024 was 6 minutes and 43 seconds. This is an improvement on the previous month and on the waiting times experienced in Quarter one. A number of variables affect the length of call waiting times:

- **IT Systems** – Older systems and demand on the network can often affect the ability of CSAs to use the software that they need to process calls, either waiting for the system to load during the call or needing to be actioned later. Developments with new, modern applications and some changes to the IT infrastructure will address many of these issues. There can be occasions where legacy systems are affected and totally unavailable for a period of time.
- **Demand** – Rotas are data led to have more staff during busiest times. Large numbers of calls from residents are received on Mondays and mornings are generally busier than afternoons. Part-time staff are concentrated in morning shifts and at the start of the week, however this can leave afternoon calls vulnerable to long waits if service is affected by staff absence. Calls to the contact centre generally reflect what is happening locally and nationally and can result in an increase in calls chasing progress when there are backlogs in service areas or increased awareness of an issue or promotion of support available. Peak in demand can also be evidenced when there are mailshots, rent statements, review letters etc. Reports on the national or local news will lead to calls making enquiries and asking for explanations, for example the high publicity surrounding the loss of the winter fuel payment.
- **Staffing levels.** Customer Services is an entry level role at the council and staff recruited and trained by the team become highly skilled communicators who have a very broad understanding of all the services delivered by the council. This can lead to experienced team members moving off into new opportunities at the council and to external partners. The team often frequently operates with reduced staff numbers compared to the establishment. During September, the

service had an almost full staff rota, however in October another staff member has been successfully appointed to a new role in DHI.

- The relatively high attrition rates mean that the team often works with staff who are in training. These staff are naturally slower than more experienced staff who know what they are doing, have contacts that they can refer issues to; and have the experience to quickly find solutions to problems. New staff in training also affects the experienced staff who may be called upon to share their wisdom in more complicated calls.
- The complexity of calls and the variety of challenges being experienced by our residents means that the calls are more difficult to resolve. CSAs are dealing with customers who have a range of problems, from struggling with the cost of living, to issues with mental health and a lack of support from their own network or from statutory agencies. Some of the calls and some of the callers are so challenging that staff need to have a pause between calls to get back on track, make onward referrals be ready to deal with the next call.

2. Mitigation for the Delay in Call Response.

Call-Backs

The main mitigation to a longer call wait that can be offered, along with the reassurance that the call will not be rushed and closed down when callers do get to speak to an adviser, is the offer of a Call-Back. This is a system increasingly used across call-centres, particularly those that can experience peaks and troughs in demand throughout the day. There are a number of ways that Call-Back systems can be tailored to suit the particular circumstances of the contact centre. This is how it currently works for the council.

- a. When a customer rings the contact centre they get an automated greeting. This confirms that they are through to the council and informs them that the call is recorded plus details of our Privacy Notice.
- b. They are then told their position in the queue. E.g. "You are fourth in the queue." There are played hold music and some comfort messages apologising for the wait are played.
- c. After waiting 5 minutes (300 seconds) they are given the option to request a call-back. The system holds their place in the queue and when they reach the number one position the adviser is presented with a number to call.

The Call-Back option is quite popular, and some people are very used to the system, for example when calling their GP, and they will request a Call-Back and carry on about their day, confident in the knowledge that they will get a Call-Back. Call-backs will always be made as the system does not allow them to be forgotten. The system works well, with only occasional issues when customers leave the wrong number, don't answer the incoming call, or are engaged when a CSA rings. Another call back will be attempted before closing the contact down.

Some customers circumvent the current process and request a Call-Back straight away. However, Call-Backs need to be balanced with advisor availability and cost and at the moment 5 minutes is recommended as a reasonable wait time before offering a call back.

Most customers do not notify us that they find the wait to get through to a human call-taker excessive. Many people now have phone contracts, either mobile or landline which covers their phone-calls in an all-inclusive cost package. A few minutes of waiting to get through to an advisor does not result in additional charges to them and when they get through the expectation is that they will get a good experience.

Action Plan to Redress

To make further efficiencies there continues to be an aim to move transactions from phone to online wherever possible. This has had some notable success, particularly in areas such as payments, Garden Waste Subscription and Council Tax queries. This “Channel Shift” agenda has recognised that there is a balance to be made between keeping it easy for people to get through on the phone and encouraging customers with routine and easy to self-serve transactions to go on-line instead.

Improvements to website content will make this transition more achievable and this is in progress. IT system improvements, including aligning functions where possible, reducing the need for staff to use multiple systems in order to resolve an enquiry.

It is recognised that although further channel shift will lead to improvements in customer experience and accessibility, Lincoln has 5 of the top 10 and 8 of the top 20 most digitally deprived areas in Lincolnshire. There will be a continued demand from customers for face to face or telephone interactions to support them, which support vulnerable residents and take time to resolve.

SUBJECT:	TENANT SATISFACTION MEASURES – QUARTER 2 2024/25
DIRECTORATE:	HOUSING AND INVESTMENT
REPORT AUTHORS:	MICHELLE HOYLES, HOUSING STRATEGY MANAGER; DONNA LYONS, RESIDENT INVOLVEMENT MANAGER

1. Purpose of Report

- 1.1 To present to the Housing Scrutiny Sub Committee a report on the performance of the council's landlord services against the Regulator of Social Housing's Tenant Satisfaction Measures (tenant perception) for Quarter 2 of 2024/25; and
- 1.2 To summarise the actions being taken by the Directorate of Housing and Investment to continue to improve tenant satisfaction.

2. Lincoln Tenants Panel Consultation

- 2.1 LTP have been consulted about this report and have confirmed they have no comments.

3. Background

- 3.1 The Regulator of Social Housing's Tenant Satisfaction Measures (TSMs) came into force in April 2023, as part of the Social Housing Regulation Act. TSMs are an integral part of the regulator's recently introduced Consumer Standards, most notably the Transparency, Influence and Accountability Standard.
- 3.2 The purpose of TSMs is to ensure openness and transparency among social housing providers; specifically, how they treat tenants with fairness and respect so they can access services, raise complaints, and influence decision making and hold their landlord to account. Landlords are also required to understand the diverse needs of their tenants; engage with them and take their views into account when making decisions; communicate with their tenants and provide information; and encourage effective scrutiny.
- 3.3 The TSMs are in two parts:
 - 12 'tenant perception measures', obtained by surveying tenants for their views; and
 - 10 'management information measures', derived from data held by the landlord as part of their housing management and asset management activities.
- 3.4 This report summarises the results of the tenant perception measures surveys completed during the second quarter of 2024/25. A detailed analysis of these survey findings is attached as '**Appendix A**' to this report. The ten management information

measures have been incorporated into the quarterly performance reporting process, and therefore will be presented to the Sub-Committee at its next meeting on 25 November 2024. An annual report on the council's overall TSM performance will be reported to the Sub-Committee during the first quarter of the next reporting year.

3.5 At the Sub-Committee meeting of 8 August 2024, committee members indicated their support for the following areas of focus for the current year, related to tenant satisfaction:

- Improving how the Council responds to complaints;
- Further analysis of tenants' perceptions around ASB and what the Council can do to improve this; and
- Improve approaches to tenant participation and keeping tenants informed.

4. Summary of Approach

4.1 In 2023 the Council procured services from Acuity Research and Practice to undertake the tenant perception survey element of the TSMs on its behalf. Based on the Council's stock size, the TSM technical guidance requires it to survey 600 households each year, equating to 150 household surveys each quarter.

4.2 All tenant perception surveys during Quarter 2 were completed by telephone. In addition to the core TSM tenant perception questions, the Council's contract with Acuity enables it to ask up to three additional, non-statutory questions. During Quarter 2 the Council chose to ask the following, as an opportunity to gain enhanced insights into tenants' views:

- Easy to deal with – "how satisfied or dissatisfied are you that City of Lincoln Council is easy to deal with?"
- Net promoter score – "how likely would you be to recommend City of Lincoln Council's Housing Service to other people?"
- Cost of living – "how concerned are you about the cost-of-living crisis for you personally?"

The survey also asked tenants if they would like to be kept informed about what the council is doing in response to survey findings, and if they were willing to be contacted to help improve landlord services.

4.3 More than three quarters of tenants surveyed during Quarter 2 gave consent to being contacted by the Housing service to discuss their responses in more depth. The Resident Involvement Team is contacting all tenants who gave consent. An update on the findings from this follow-up will be provided to the Sub-Committee when this has been completed.

4.4 Acuity's approach to the council's tenant perception surveys gives high levels of data assurance, more than 95% annually. This means the survey findings have a low margin of error and can be relied upon to conclude overall tenant perception across all our stock. Further information about this data assurance can be found in '**Appendix A.**'

5. Survey Findings

5.1 The tenant perception measures survey findings for Quarter 2 are briefly summarised in Figure 1 below:

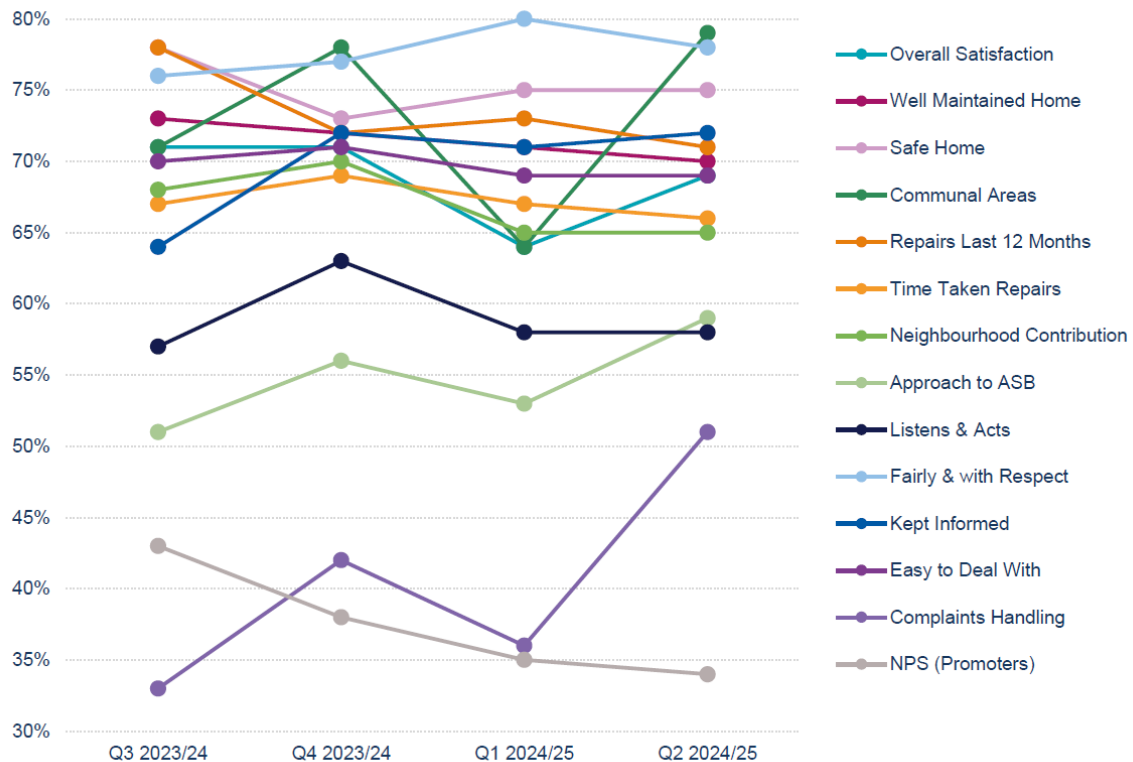


Figure 1: TSM perception measures performance over time

- 5.2 Performance against some tenant perception measures has improved substantially compared to previous quarters, although there have also been some reductions in performance.
- 5.3 The most notable improvement in performance relates to complaints handling, which has improved by 15% compared to Q3 of 2023/24. This is a result of changes to the directorate's approach to complaints handling reducing response times, and improving the quality of complaint responses.
- 5.4 There has also been a significant increase in tenants' satisfaction with the council's handling of antisocial behaviour. This is likely due to recent improvements to the ASB service; it is hoped that the structure changes within the Tenancy Services Team will enable these improvements to be sustained.
- 5.5 The net promoter score has consistently reduced each quarter since Q3 2023/24. The customer recovery work to be undertaken by the Resident Involvement Team, described in paragraph 4.3, aims to establish the reasons for this.
- 5.6 There have also been small reductions in tenant satisfaction related to repairs and maintenance. At this stage, the cause of this reduction isn't clear, as recent improvements to the Housing Repairs Service, and changes to the responsive repairs process, have resulted in an improvement in operational performance. Further analysis of quarterly tenant satisfaction survey data over the next 12 months

may indicate if there is a seasonal trend/relationship linked to tenants' satisfaction with repairs and maintenance.

- 5.7 A detailed analysis of the Quarter 2 survey results is attached as '**Appendix A**' to this report.

6. Strategic Priorities

- 6.1 The City of Lincoln Council's Vision 2025 priorities are:

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

This report relates primarily to 'Let's deliver quality housing.' Monitoring and reporting performance, and tenant satisfaction, provide the means for the Council to assess its progress against this corporate priority and identify areas for improvement.

7. Organisational Impacts

7.1 Finance (including whole life costs where applicable)

There are no direct financial implications arising from this report.

7.2 Legal Implications including Procurement Rules

There are no legal or procurement implications arising from this report.

7.3 Equality, Diversity and Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

Due to the nature of this report, there are no equality, diversity and human rights impacts. Equality, diversity and human rights will continue to be considered as part of service delivery.

7.4 Human Resources

There are no human resources implications arising from this report.

7.5 Land, Property and Accommodation

No implications arising from this report.

7.6 Significant Community Impact &/or Environmental Impact

None arising from this report.

7.7 Corporate Health and Safety implications

None arising from this report.

8. Risk Implications

8.1 (i) Options Explored

Not applicable to this report.

8.2 (ii) Key Risks Associated with the Preferred Approach

Not applicable for this report.

9. Recommendation

9.1 That Housing Scrutiny Sub Committee reviews and comments on the content of this report and the Tenant Satisfaction Measures data contained therein; and

9.2 That, given the Quarter 2 survey findings highlighted in this report, the Housing Scrutiny Sub-Committee continues to support the priorities listed in section 3.5.

Is this a key decision?

No

Do the exempt information categories apply?

No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?

No

How many appendices does the report contain?

One (Appendix A)

List of Background Papers:

None

Lead Officer:

Donna Lyons - Resident Involvement Manager
Email address: donna.lyons@lincoln.gov.uk



Appendix A

25

City of Lincoln

TSM LCRA Tracker Q2 2024/25 Report

Prepared by: Acuity Research & Practice



Introduction

Key TSM Metrics

Overall Satisfaction

The Home

Building Safety

Neighbourhood

Engagement

Complaints

NPS

Cost of Living/ Involved

Trends

Summary

Demographics

The City of Lincoln Council owns around 8,500 properties in the east of England. Acuity has been commissioned to undertake independent satisfaction surveys of the tenants of the City of Lincoln Council to collect data on their opinions of, and attitudes towards, their landlord and the services provided. The survey was designed using the Tenant Satisfaction Measures from the Regulator of Social Housing, which became mandatory to collect from April 2023 and were due to be reported for the first time in June 2024.

As surveying started in November 2023, the period 2023/24 comprised of 300 interviews in Quarters 3 and 4, making a total of 600 for the year. For 2024/25 the survey will consist of four quarterly surveys of 150 interviews each. Whilst the majority of properties are general needs, there are also some Housing for Older People properties and a small number of temporary housing units.

Tenants are invited to take part in a telephone interview. The survey is designed to collect the views of approximately 150 tenants per quarter, proportionately sampled by tenure, ward and age; a report is then produced for each quarter. This report presents an analysis of the results based on the 150 completed interviews for Q2 2024/25 (completed in July 2024), alongside 7 incomplete interviews, which are required to be included by the Regulator.

The telephone survey is confidential, and the results are sent back to the City of Lincoln Council anonymised unless tenants give their permission to be identified – 78% of tenants did give permission to share their name and 91% of these tenants are happy for City of Lincoln Council to contact them to discuss any issues they raised.

The aim of this survey is to provide data on tenants' satisfaction, which will allow City of Lincoln Council to:

- Provide information on tenants' perceptions of current services
- Compare the results against the three previous quarterly surveys
- Compare the results with other landlords (where appropriate at year end)
- Report to the Regulator from April 2024 onwards.

For the overall results, Acuity and the Regulator of Social Housing recommend that landlords with over 2,500 and under 10,000 properties achieve an annual sampling error of at least $\pm 4\%$ at the 95% confidence level. For the City of Lincoln Council, 150 responses were received this quarter, and this response is high enough to conclude that the findings are accurate to within $\pm 7.93\%$ for the quarter and $\pm 3.9\%$ annually.

Note: The majority of figures throughout the report show the results as percentages. The percentages are rounded up or down from two decimal places in the results file to the nearest whole number, and for this reason, may not in all cases add up to 100%. Rounding can also cause percentages described in the supporting text to differ from the percentages in the charts by 1% when two percentages are added together.

TSM Key Metrics

69% 

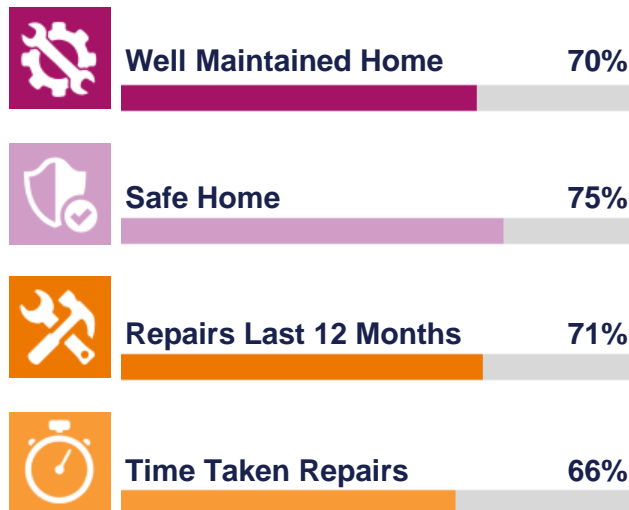
Overall Satisfaction

Overall satisfaction with the City of Lincoln Council's services is at 69% in Q2, an increase of 6 percentage points (p.p) since Q1.

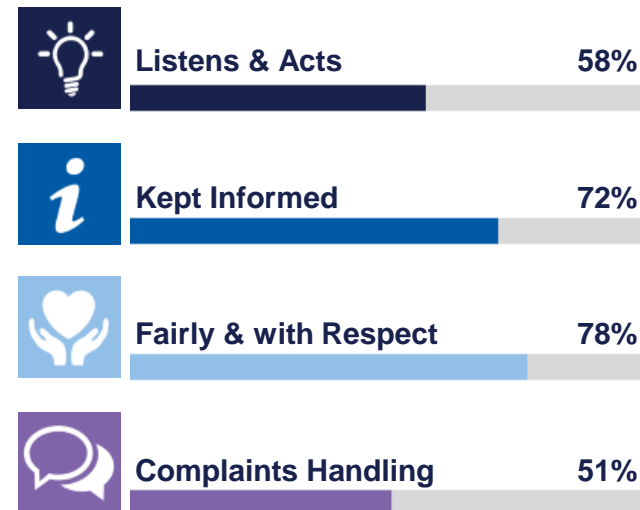
The highest levels of satisfaction in Q2 are for the upkeep of the communal areas (79%), tenants being treated fairly and with respect (78%), and the provision of a safe home (75%). These are followed closely by keeping tenants informed (72%), the repairs service in the last 12 months (71%) and having a well maintained home (70%), all at 70% satisfaction or above.

However, three areas fall below 60% satisfaction, including how well the Council listens to and acts upon tenants' views (58%), the approach to ASB (59%), and complaints handling (51%), although complaints handling has seen improvements this quarter.

Keeping Properties in Good Repair



Respectful & Helpful Engagement



Responsible Neighbourhood Management





Overall Satisfaction



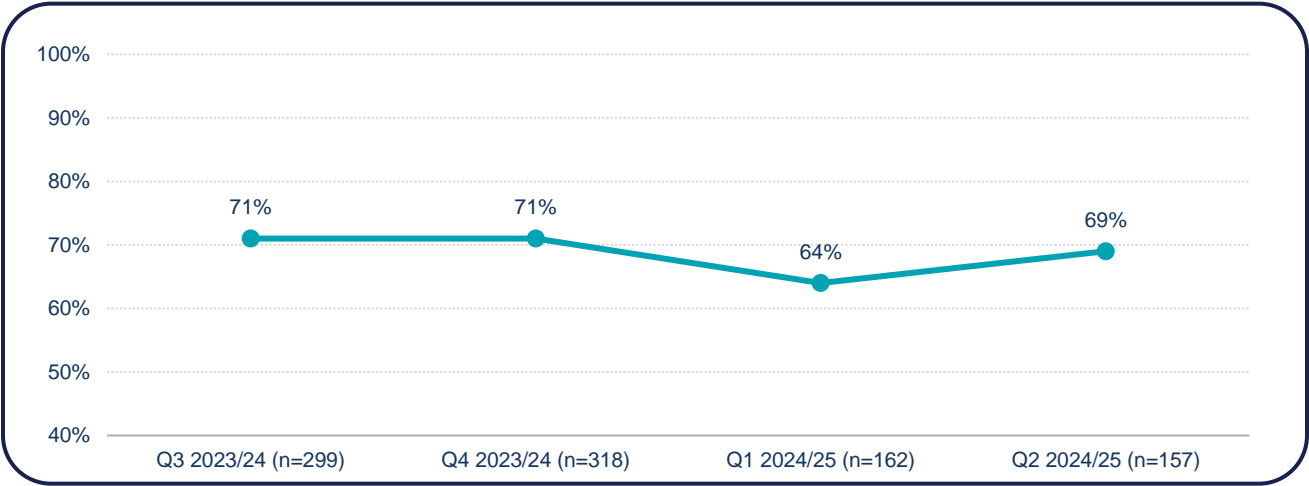
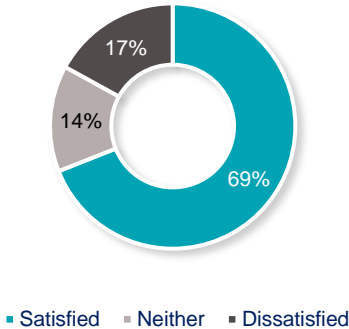
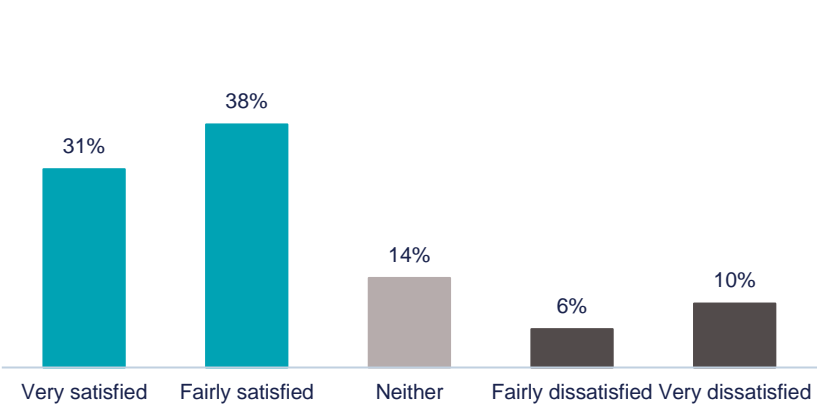
Overall Satisfaction

Tenants were asked, “Taking everything into account, how satisfied or dissatisfied are you with the service provided by City of Lincoln Council’s Housing Service?” This is the key metric in any tenant perception survey.

Around seven out of ten tenants are satisfied (69%), although fewer tenants are very satisfied (31%) than fairly satisfied (38%). Some 17% are dissatisfied, with one in ten being very dissatisfied (10%).

Satisfaction has increased by 6p.p since the last quarter, with dissatisfaction down 3p.p over the same period. This follows a fall in satisfaction from 71% to 64% in Q1.

The main body of the report focuses on the headline TSM scores, towards the end of the report a section explores the differences by tenure, gender, age, area and length of tenancy.





Keeping Properties in Good Repair

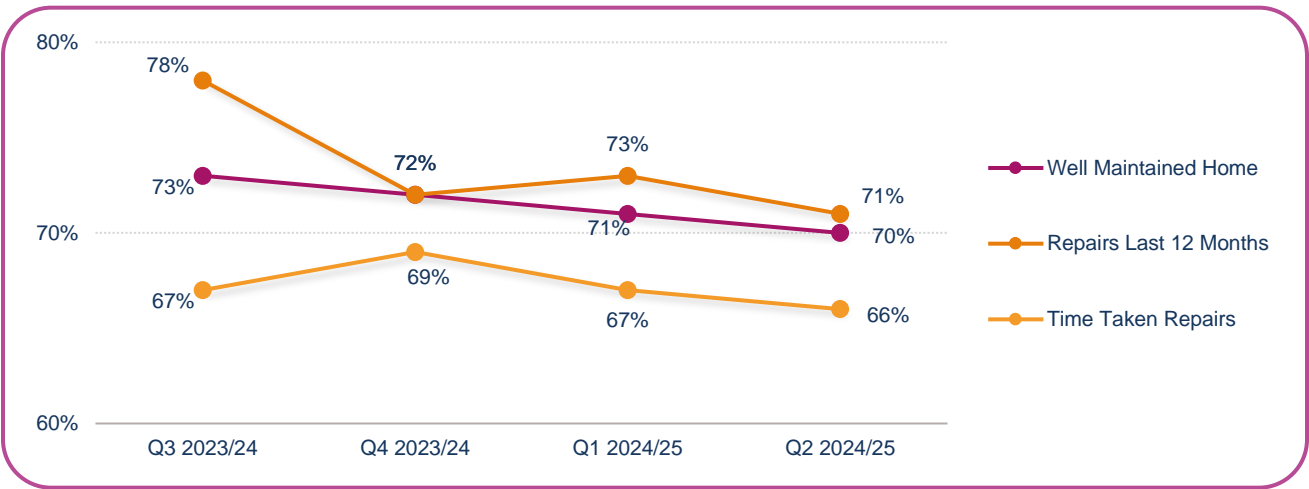
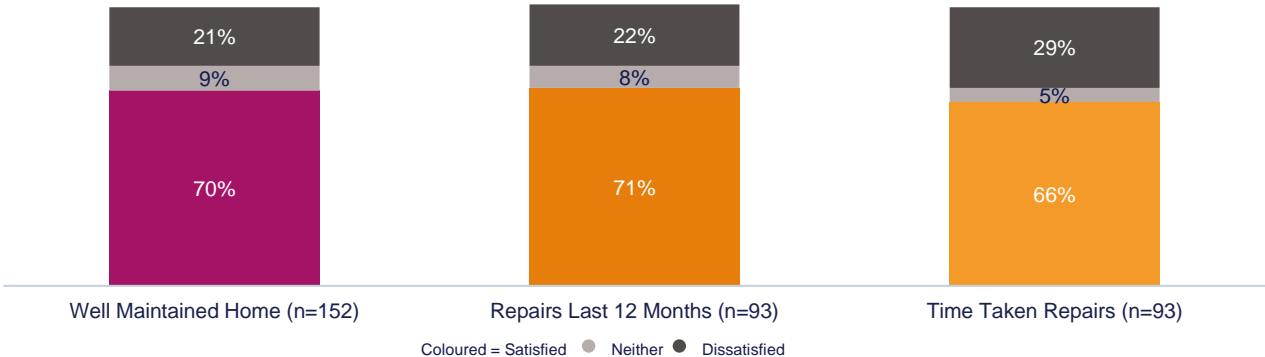


Keeping Properties in Good Repair

Similar to Q1, seven out of ten tenants are satisfied that the Council provides them with a home that is well-maintained (70%), with one in five (20%) dissatisfied. All repairs metrics scores are similar to the previous survey.

Six out of ten tenants (60%) had a repair completed in their home in the last 12 months and of these 71% are satisfied with the repairs service over this period. These scores are generally positive for the Council.

As for the time taken to complete repairs, 66% are satisfied, whilst 29% remain dissatisfied. This is down a little from the previous quarter and this also follows the trend in that satisfaction with the time taken is a little less than with the service generally.





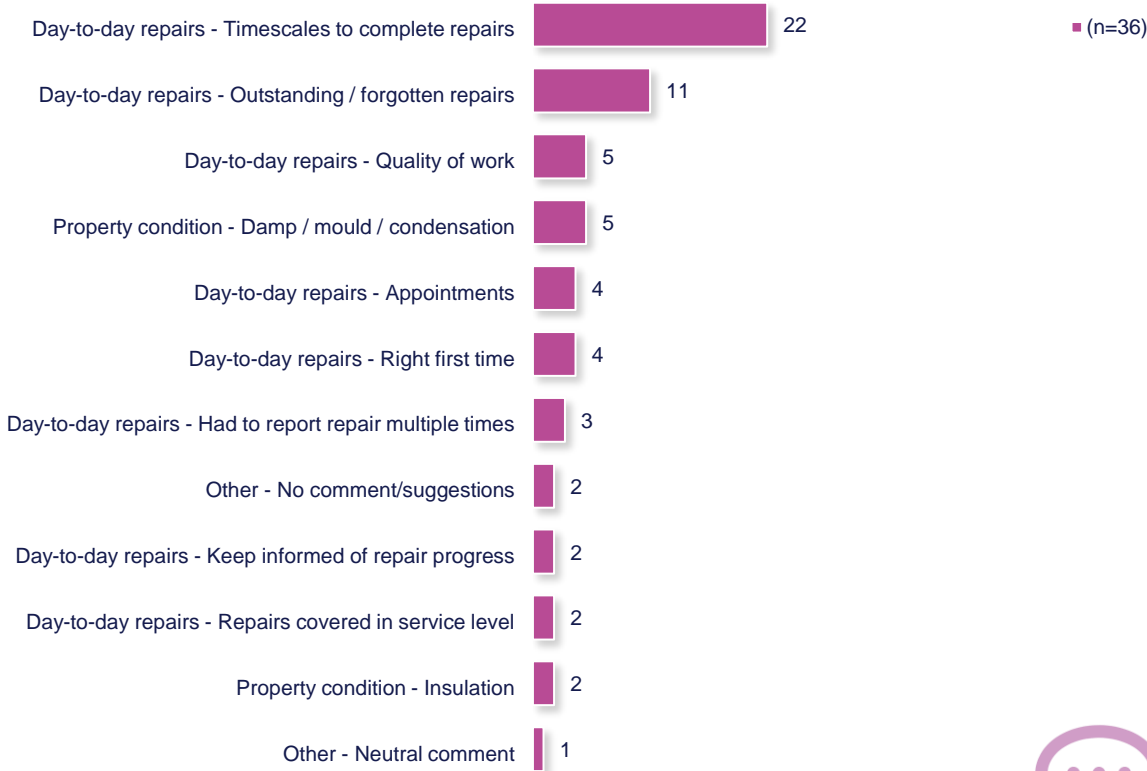
Comments - Dissatisfaction with Repairs

Tenants not satisfied with the repairs and maintenance service were asked to provide more information and what they feel could be improved, and 36 gave comments.

The timescales for completing repairs are consistently amongst the top themes in these comments, as is also often seen for other social landlords. Outstanding repairs are also a common theme, with the quality of work, appointments, and getting repairs right first time also being mentioned.

One tenant said, *"It is two months for the nearest appointment online. When I have waited in on those time slots (appointments) they have not come, and I have been waiting 2 months for a visit that did not happen...this has happened twice to me"*

A small number also report problems with damp and mould, as seen previously.





Maintaining Building Safety

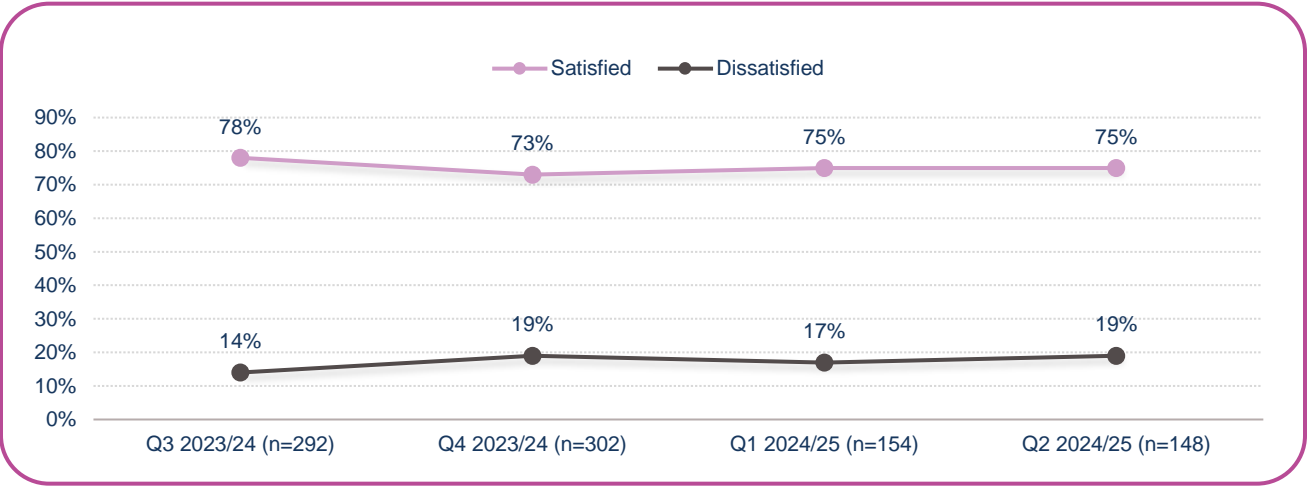
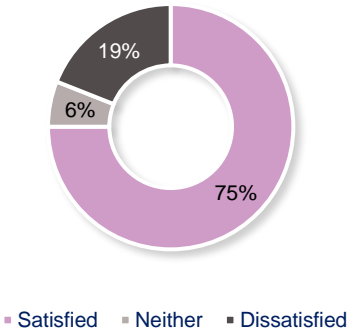
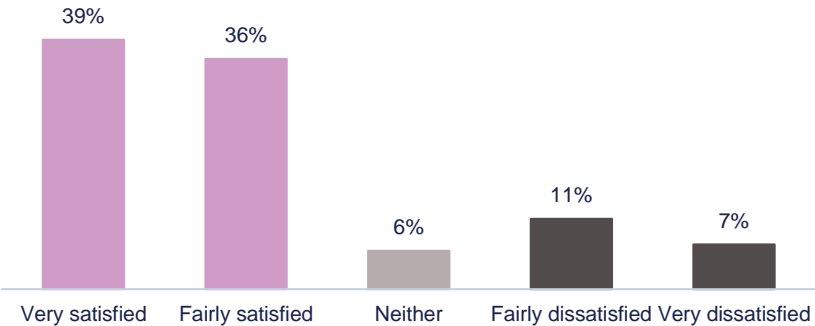


Maintaining Building Safety

One of the highest scoring metrics in the survey is for the provision of a safe home at 75%, and this is exact same score received in Q1. Slightly more are very satisfied (39%) than fairly satisfied (36%) in Q2.

However, around one in five tenants remain dissatisfied with the safety of their homes (19%) and a further 6% are neither satisfied nor dissatisfied. A further look into tenants' comments in this area can be seen overleaf, and can provide some context to these results.

It is important to remember that it is common in TSM surveys of this type that tenants are more satisfied with the safety of their home than the maintenance of their home. This is once again the case with City of Lincoln Council, although the difference is relatively small (5p.p).





Comments - Home or Communal Areas not Well Maintained or Safe

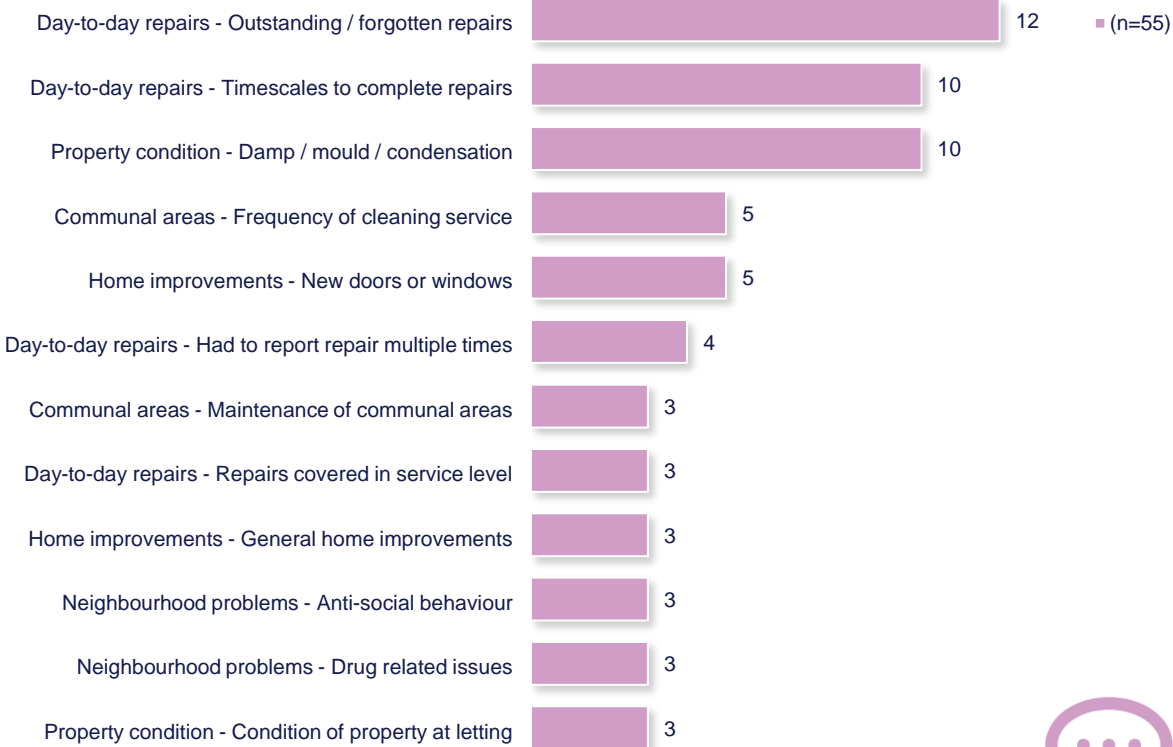
Tenants not satisfied with their homes or communal areas were asked to explain why and what could be done to improve this, and 55 gave comments.

Again, outstanding repairs and the timescales to complete repairs are amongst the top areas to improve. Damp and mould is also a key theme for tenants in Q2, being the joint-second most common theme.

One tenant said, *"work has been done to a degree and I have had to argue for the work to be done. (The) home (is) covered in mould."*

The frequency of the cleaning service in the communal areas is also mentioned in Q2, alongside a need for home improvements like new windows and doors.

Some mention having to report repairs multiple times, whilst others have neighbourhood problems like ASB.





Responsible Neighbourhood Management



Responsible Neighbourhood Management

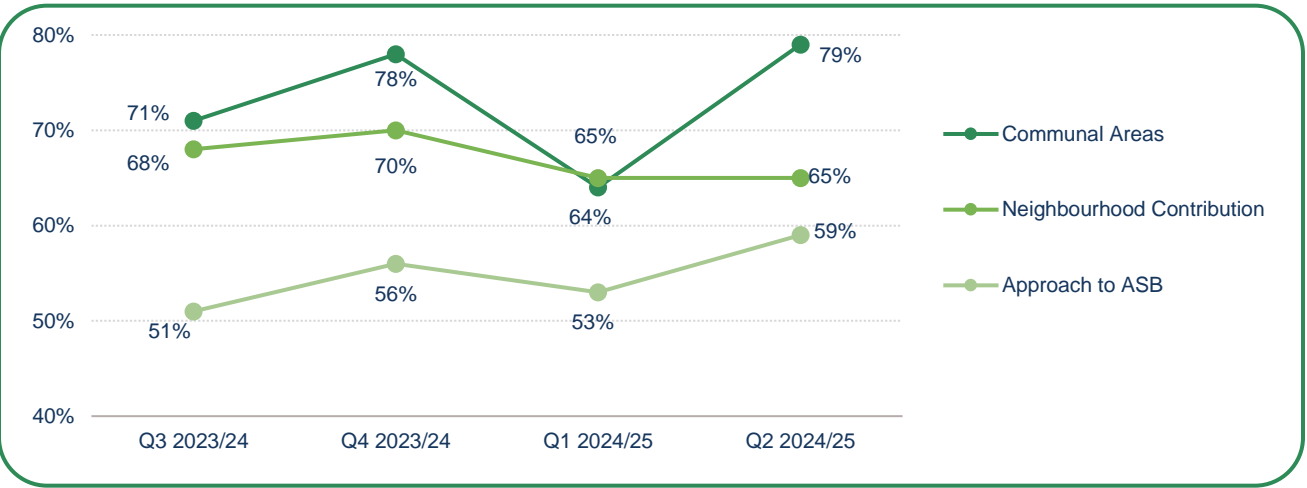
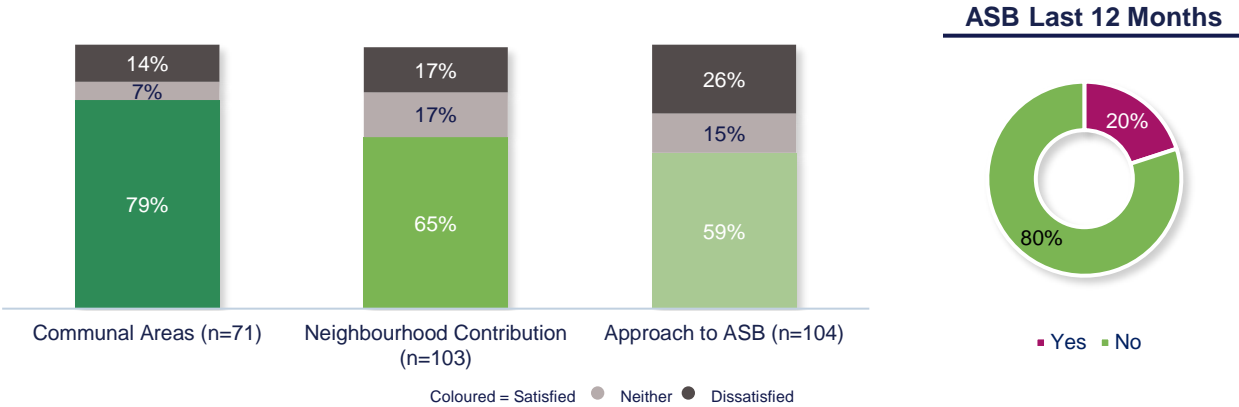
Some 46% of tenants stated that they live in a building with communal areas that the City of Lincoln Council is responsible for maintaining.

Of these tenants, 79% are satisfied with the cleaning and maintenance of their communal areas, a notable 15p.p increase since Q1 and the highest this metric has ever received for the Council. Dissatisfaction has correspondingly decreased by 16p.p, with few neutral tenants.

Fewer are satisfied with the Council's positive contribution to the neighbourhood (65%), the same score as Q1, though dissatisfaction has decreased by 6p.p in Q2.

One in five tenants had made a complaint to the Council about anti-social behaviour in the last 12 months. Of these, 59% are satisfied with the handling of ASB, an increase of 5p.p this quarter. Dissatisfaction has decreased by a positive 14p.p in this area.

It is not clear whether dissatisfaction with ASB handling is caused by the way the case was handled, its outcome or a combination of the two. However, these results are generally moving in a positive direction, if these upward trends continue.





Respectful & Helpful Engagement



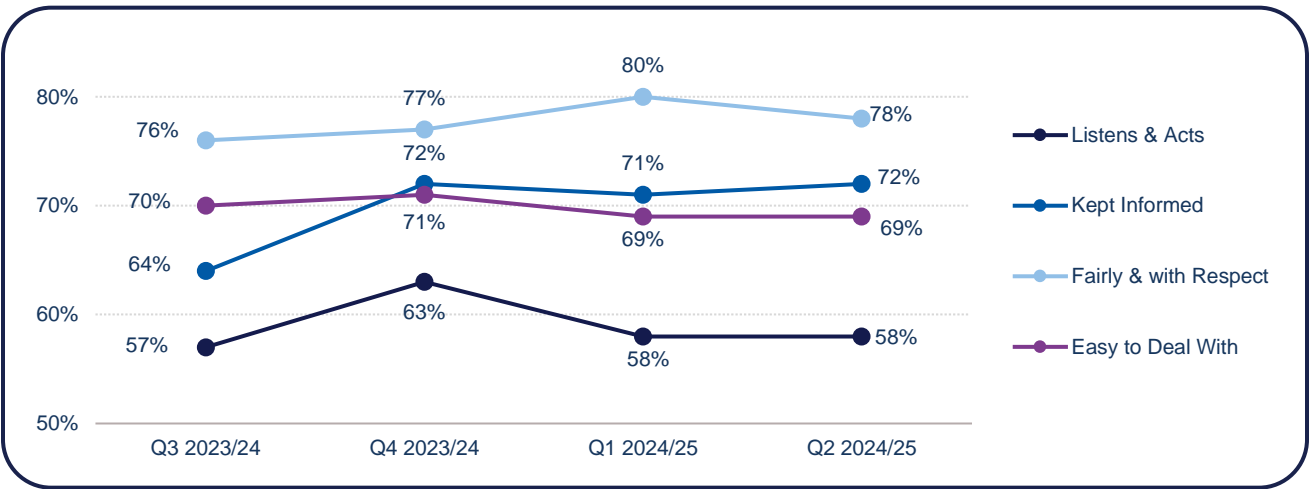
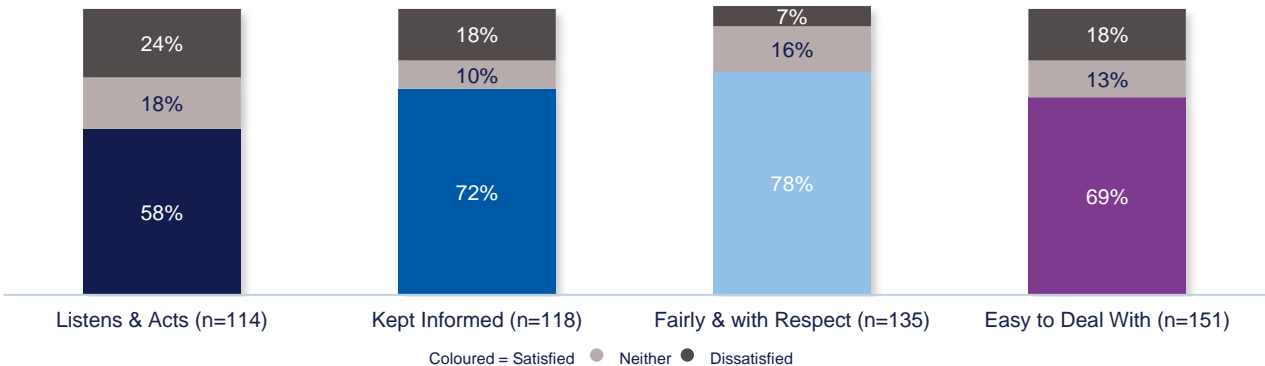
Respectful & Helpful Engagement

Consistent with Q1, just 58% of tenants are satisfied with the way the Council listens and acts on tenants' views. A quarter of tenants are dissatisfied (24%), though this has dropped by 9p.p since Q1, leaving higher numbers of neutral tenants.

More are satisfied with the way the Council keeps them informed on things that matter to them (72%), and 78% feel that the Council treats them fairly and with respect. These metrics have changed marginally since Q1, by 1p.p or 2p.p. each. In Q2, tenants treated fairly and with respect is the highest performing metric in the survey.

Slightly fewer feel that the Council is easy to deal with (69%), the same score received in Q1. Just under one in five are dissatisfied (18%).

Whilst communication from the Council generally receives positive feedback here, the Council may wish to put greater emphasis on listening and acting on tenants' views, to boost this lower performing metric.





Comments - Customer Service



Tenants who stated that they are not satisfied with customer service and communications were asked why, and 60 gave comments.

Some tenants had no improvement suggestions (7) or gave positive comments about the Council (4).

However, as seen in Q1, the most common theme in tenant comments is answering phones. Others wish for calls and emails to be returned when promised by customer services and contact.

For example, one tenant said, *"When they put you on hold they always hang up and when you ring back and after being on hold they hang up. Its really difficult to get through and then they hang up all the time."*

Others would like greater care, empathy and support from customer services staff, or to be listened to more carefully during communications with the Council.



Comments - Getting Involved



The survey also asked, *"How would you like The City of Lincoln Council to keep you informed and provide you with information about what the Council is doing?"*

The most popular methods of communication are emails, letters by post, and phone calls. A few tenants also mention newsletters, pamphlets, and text messages, to a lesser extent.

Tenants were also asked, *"Are you interested in getting more involved with the City of Lincoln Council to help them improve their service? If you are interested, we will tell City of Lincoln Council"*

Just over a quarter of tenants said yes (27%), giving the Council a good opportunity to increase tenant participation in it's services.





Effective Handling of Complaints



Effective Handling of Complaints

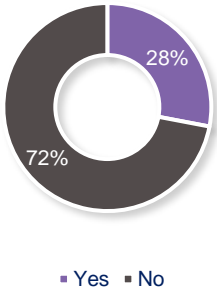
Some 28% of tenants said they had made a complaint to the Council in the last 12 months, however, it is impossible to tell if these are genuine complaints following a failure of service or service requests yet to be fully actioned.

With this in mind, half of tenants are satisfied with the complaints handling in Q2 (51%), a very positive increase of 15p.p since the last quarter and the highest score this metric has ever seen for the Council. One in three are dissatisfied (33%), and this is down 17p.p since last quarter to the lowest dissatisfaction score ever received.

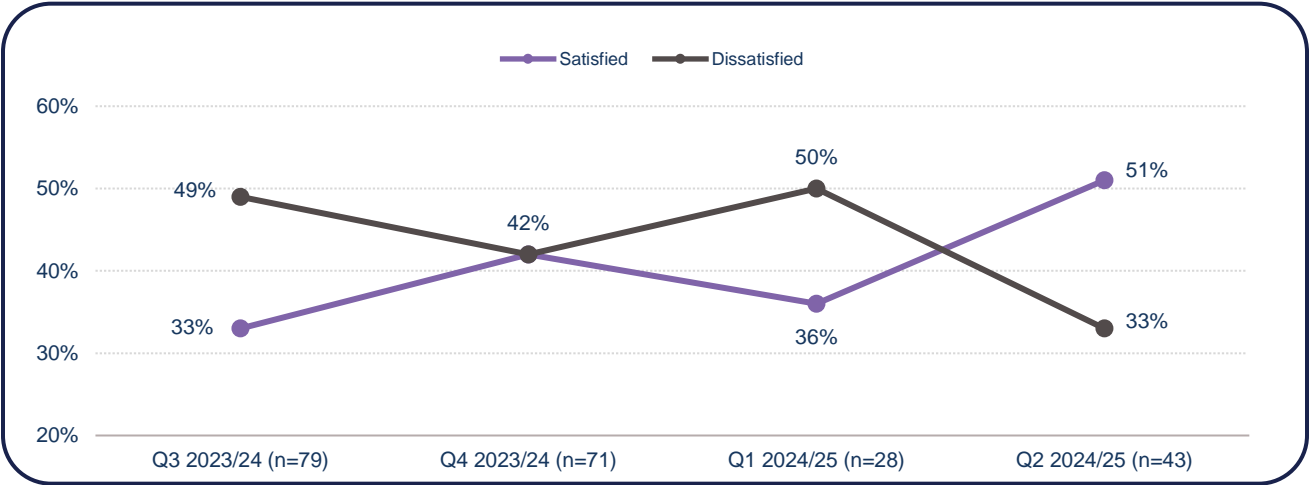
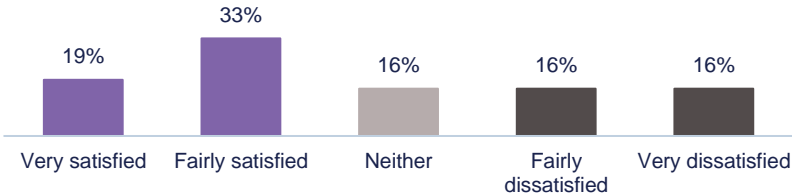
Slightly more are fairly satisfied (33%) than very satisfied (16%), and ideally this would be the other way around. However, this is a positive result for Q2.

It is difficult to say whether dissatisfaction is caused by the case outcomes, the complaints handling process or a combination of both. This has been an issue for landlords since the TSMs were introduced.

Complaint in last 12 months



Satisfaction with Complaints Handling





Net Promoter



Tenants were asked, “How likely would you be to recommend City of Lincoln Council’s Housing Service to other people on a scale of 10 to 0, where 10 is extremely likely and 0 is not at all likely?”

As seen in Q1, a quarter of tenants (26%) gave a score of 10 out of 10 in Q2. Around one in three are promoters, and would be happy to promote and recommend City of Lincoln Council to other people (34%), a reduction of just 1p.p since last quarter, though scores appear to be steadily decreasing since Q3 23/24.

Around one in three tenants are also passive (34%), an increase of 5p.p since last quarter. Addressing the specific concerns of this group may increase promoter scores, since passive tenants are the closest to becoming promoters.

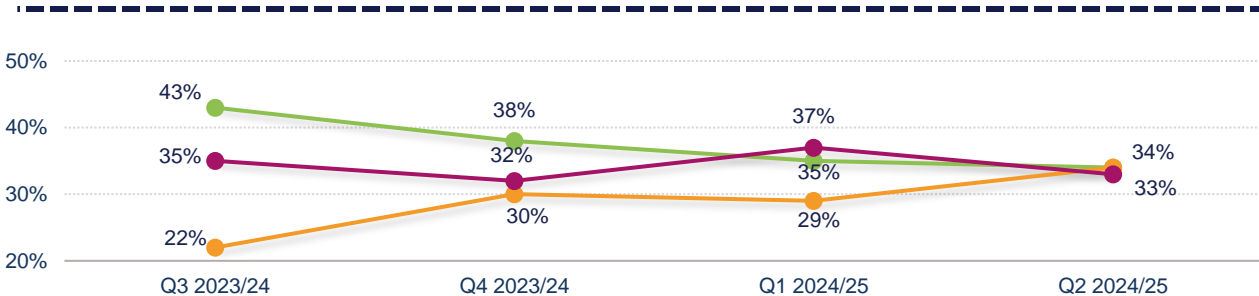
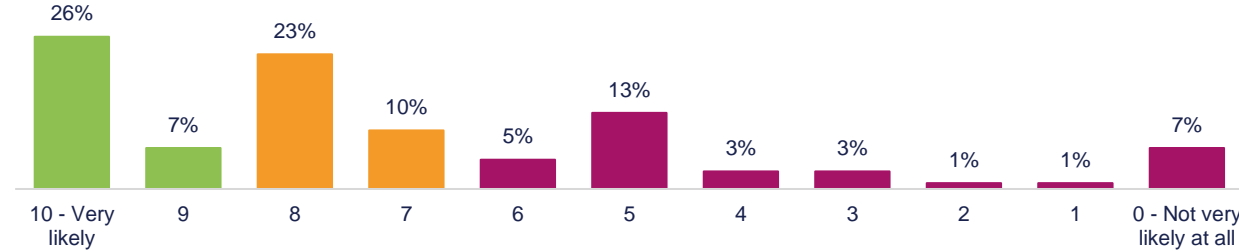
Also around one in three (33%) are detractors, likely to have negative views about City of Lincoln Council, a decrease of 4p.p since Q1. There is a fairly even split of tenants being promoters, passive, or detractors in Q2.

The Net Promoter Score (promoters minus detractors) is positive at 1, compared to -2 last quarter.

1

NPS +3

Net Promoter





Comments - NPS

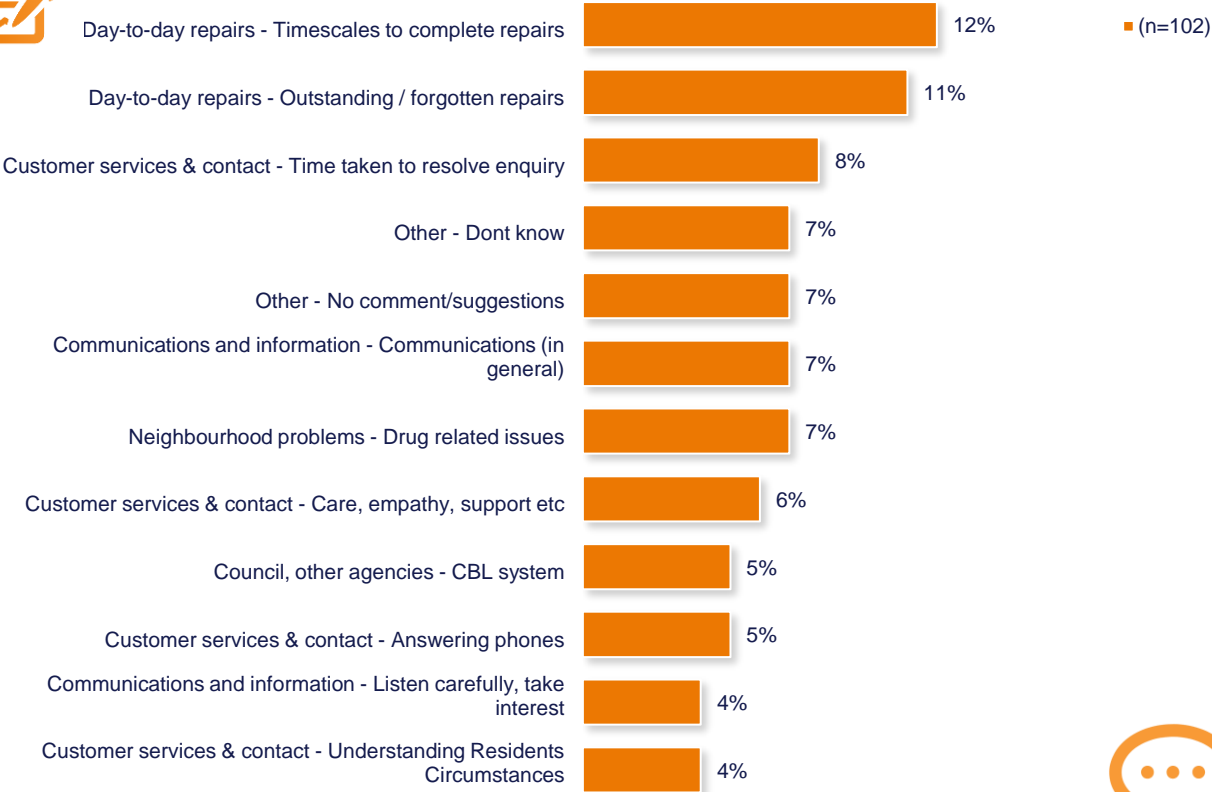
Tenants who did not score a 10 were asked what the Council could do to improve, and 102 tenants gave a response.

As seen previously, tenants are most likely to have issues with the repairs service, including the timescales to complete repairs and dealing with outstanding repairs.

Others want to see improvements to the time taken to resolve enquiries with customer services and contact, whilst others want general improvements to communications from the Council.

For example, one tenant said, *"Communicate better between themselves. A private company came to do a radiator repair. The council had to do an asbestos check. It took seven weeks because they hadn't heard from the Council."*

The full text of these comments, and all others in the survey, can be found in the accompanying data files and will help the Council prioritise key areas for improvement.





Wellbeing



Eight out of ten tenants (81%) are still at least slightly concerned about the cost-of-living crisis; 44% are very concerned, an increase of 5p.p since Q1. Only 9% are not concerned at all.

Similar surveys show that those struggling financially are generally less satisfied with their homes and landlord services. This was the case for City of Lincoln Council to a degree in Q1, and this continues in Q2 for certain metrics.

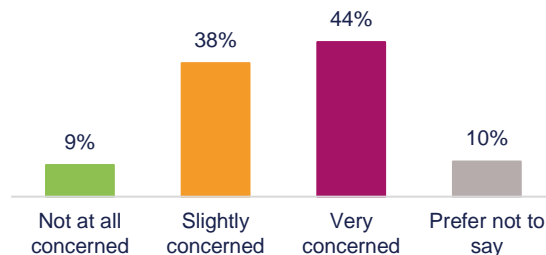
Concerns for the cost of living have little impact on overall satisfaction, with those very concerned actually more satisfied (62%) than those not at all concerned (54%) about the cost of living. Complaints handling and kept informed show a similar result.

Having a safe home, for example, shows a clearer link between the two, with those not concerned at all being 82% satisfied, compared to 68% who are very concerned. Repairs in the last 12 months and communal areas show a similar trend.

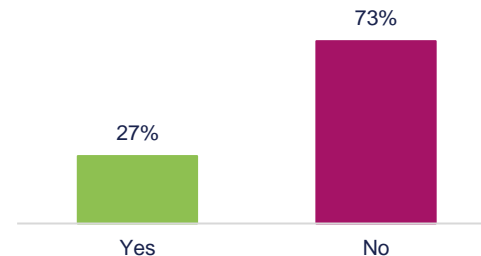
Tenants were also asked, "Are you interested in getting more involved with the City of Lincoln Council to help them improve their service? If you are interested, we will tell City of Lincoln Council", and 27% of tenants said yes.

Cost of Living

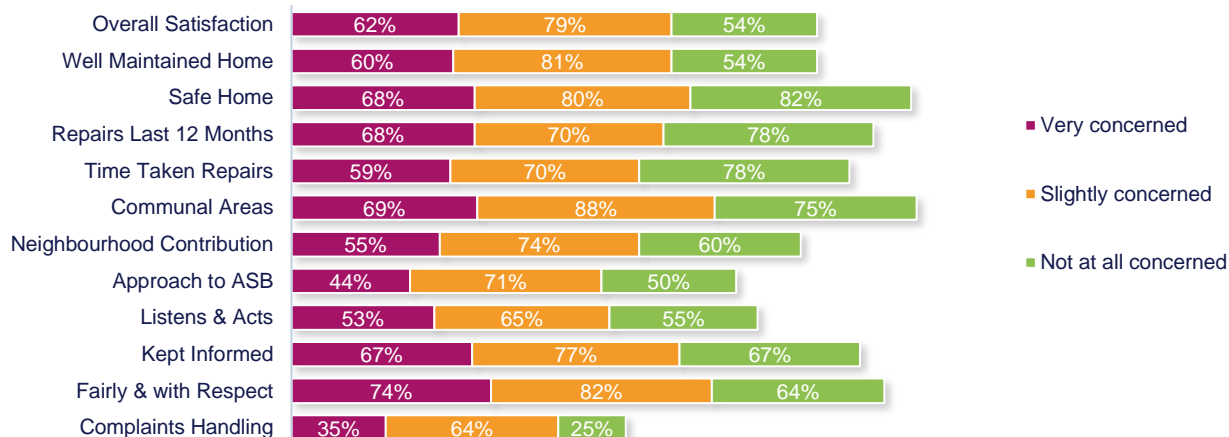
Cost of Living Concern



Getting Involved



Cost of Living Concern & Satisfaction





Trends



Trends Over Time

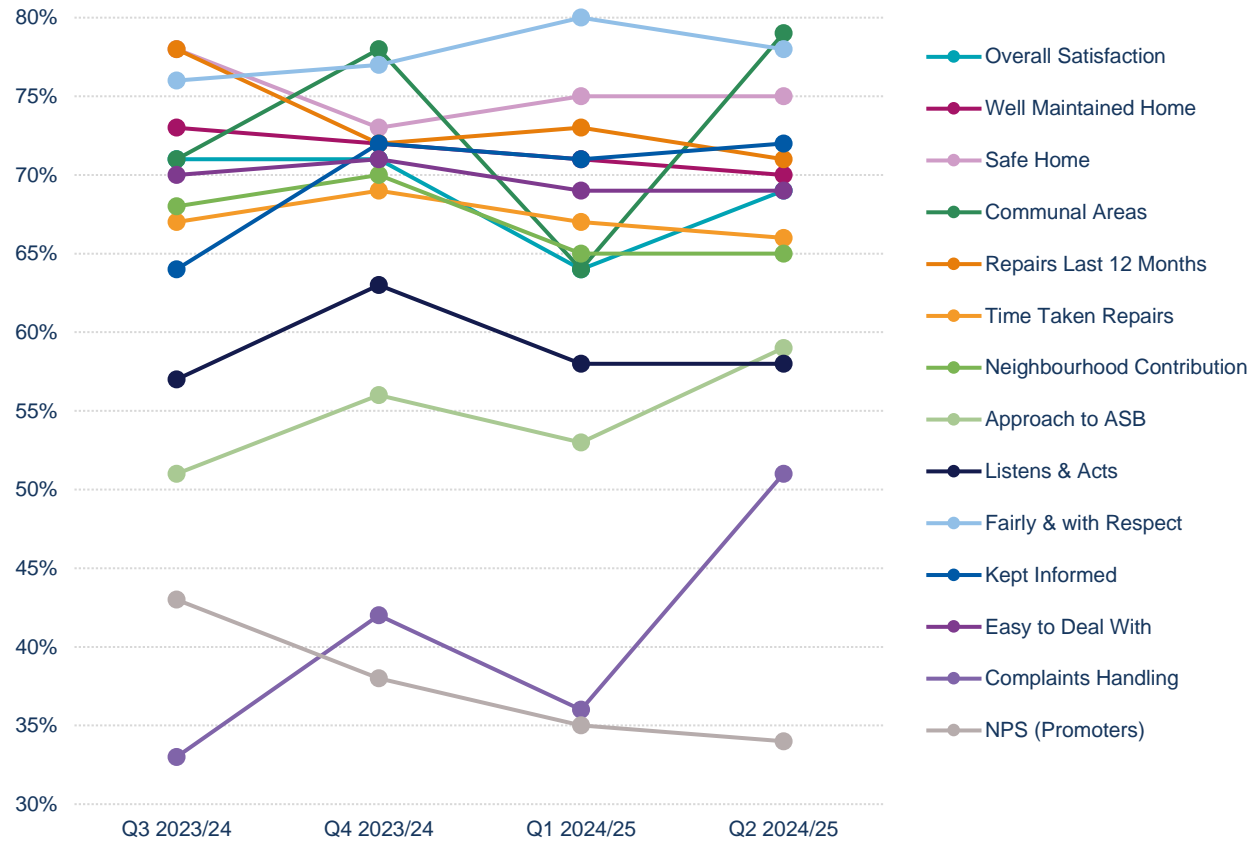
For the Council in Q2, satisfaction has generally increased or remained fairly consistent since Q1. Overall satisfaction has increased by 6p.p to 69% this quarter, returned closer to the 71% scores seen in Q3 and Q4 of last year.

Six measures have seen increasing scores in Q2, ranging from +1p.p for well kept informed and neighbourhood contribution, +5p.p for approach to ASB, and a large 15p.p for complaints handling.

And decreases in satisfaction are marginal in Q2, being only -2p.p for treating tenants fairly and with respect, the time taken on repairs, and the repairs service in the last 12 months.

Dissatisfaction has also decreased notably in some metrics, e.g. a 9p.p reduction in listens and acts dissatisfaction, and a 14p.p reduction in those unhappy with the approach to ASB.

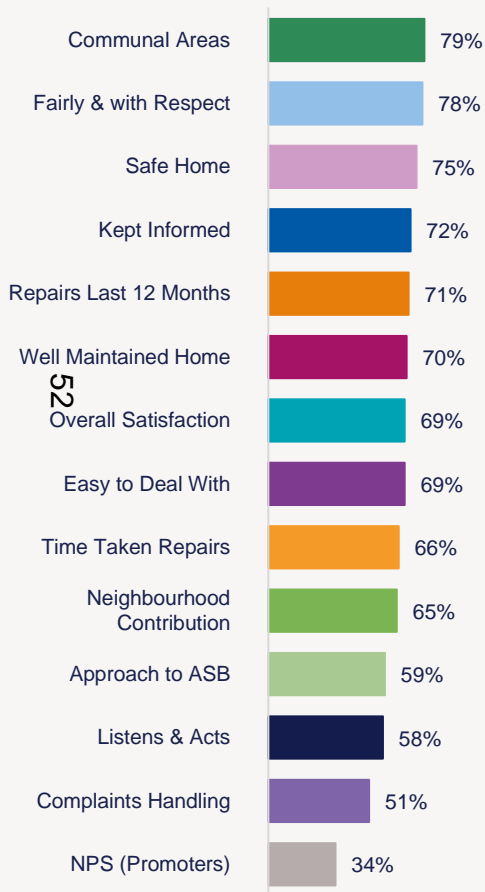
As time progresses and more survey results are collected, a clearer direction of travel across metrics will emerge.





Summary

Satisfaction with Measures



Summary

This is the fourth survey of its type for the City of Lincoln Council, and 150 tenants completed telephone interviews in Q2 of 2024/25.

Satisfaction scores vary for City of Lincoln Council in Q2, with 69% overall satisfaction for the housing services provided, sitting the middle of the range of results. This score has increased by 6 percentage points (p.p) since Q1, after a drop of 7p.p last quarter. The highest satisfaction scores are seen for the maintenance of the communal areas (79%), the way the Council treats tenants fairly and with respect (78%), the provision of a safe home (75%), and the way the Council keeps tenants informed on things that matter to them (72%). Satisfaction with the repairs service in the last 12 months follows closely behind at 71% satisfaction and is often a key influence of tenant satisfaction.

As seen in previous surveys, scores remain the lowest for the Council's approach to anti-social behaviour (59%), the way the Council listens to tenants' views and acts upon them (58%), and complaints handling (51%), all below 60% satisfaction. It is worth mentioning, however, that complaints handling scores increased by 15p.p this quarter. Around a third of tenants (34%) are promoters and would recommend the Council to other people, and a similar 33% would not recommend, making the Net Promoter Score +1; this is up 3 points from -2 in Q1. Another third (34%) are passive, creating an even split in tenant views on the Council, and an opportunity to focus on passive tenant concerns and create more promoters.

Despite the news that the cost of living crisis is easing, 81% of tenants remain at least slightly concerned about the cost of living, an increase of 6p.p since last quarter; 44% are very concerned in Q2. Although this tends to negatively impact satisfaction scores in these types of surveys, this is only the case for specific metrics for the Council in Q2. This includes the safety of the home, repairs in the last 12 months, and the time taken on repairs, but is not so much the case for overall satisfaction, complaints handling, and keeping tenants informed in Q2.

Several open-ended questions were included in the survey to allow tenants to expand on their reasons for dissatisfaction. The repairs service is consistently the top theme in tenants' comments, particularly the timescales to complete repairs and outstanding/forgotten repairs. Damp and mould are also issues for some tenants in Q2.

This report has also analysed satisfaction scores by different demographics and subgroups, and this analysis can be seen in the following pages of the report after recommendations.





Recommendations

The City of Lincoln Council has commissioned Acuity to complete compliant surveys over the next two years based on the new TMS questions from the Regulator of Social Housing.

Surveys for 2023/24 were completed in two waves and revealed many areas of good performance, but it has also highlighted some areas where improvements could be made. In 2024/25 four quarterly surveys are due to be completed and this is the second of these.

The comments made by tenants give insight into what they are most concerned about and will help the City of Lincoln Council target services that may need some improvement.

Shown opposite are some recommendations that the Council may wish to follow up on to help improve satisfaction in the future.

Repairs and Maintenance

Issues with outstanding repairs and the time taken to complete them are the most commonly given reasons for tenant dissatisfaction across multiple metrics. These issues are common in the sector, with many still trying to get back up to speed after the pandemic, balancing labour shortages and rising costs.

With this in mind, damp and mould is a key issue for many tenants in Q2, and these cases should be investigated with urgency for tenant health and safety, and to prevent the deterioration of Council properties - if not already being done so. Regular and accurate communications around the progress of repairs, and when tenants can realistically expect them to be completed, may help ease dissatisfaction in this area, and prevent tenants feeling that they have been forgotten by the Council. As said in Q1, ensuring accurate records are kept of completed, rescheduled, and cancelled works, will also be beneficial.

Communication and Customer Contact

When tenants were asked to explain why they are dissatisfied with customer service and contact from the council, some mentioned difficulties getting through to the Council over the phone, with phones not being answered at all, and some even mentioning being hung up on after waiting on hold. Having calls and emails returned was also an issue for some, with others wishing for greater care, empathy and support from staff during contact. Ensuring there are accurate records of tenants who need a call returned, ensuring there are enough staff to answer tenant phone calls, and communicating with tenants in good time may help increase satisfaction in this area. Additional training for staff in these areas may also be beneficial for customer service staff.

Complaints Handling

Satisfaction with complaints handling tends to be one of the lowest performing metrics in these kinds of surveys across the sector. Council scores have made huge improvements in Q2, with a 15p.p increase in satisfaction for complaints handling. Whether this is a one off outlier or the start of an upward trend remains to be seen. However, the Council may wish to pinpoint the specific reasons why tenants are either satisfied or dissatisfied with the service, using additional targeted questions around the complaints process in these surveys. This can help the Council work towards continuous and sustainable improvements to satisfaction in this area.



Demographics



Tenure

Few HfOP tenants responded to the survey, impacting the accuracy of analysis by tenure. However, HfOP tenants have consistently been more satisfied than their general needs counterparts (GN) for City of Lincoln Council, as is common in surveys of this type.

HfOP tenants appear more satisfied across all metrics, with the exception of communal areas (a 4p.p difference in favour of general needs).

	All Residents	GN	HfOP
Overall Satisfaction	69%	68%	100% *
Well Maintained Home	70%	68%	100% *
Safe Home	75%	73%	100% *
Repairs Last 12 Months	71%	70%	100% *
Time Taken Repairs	66%	64%	100% *
Communal Areas	79%	79%	75% *
Neighbourhood Contribution	65%	64%	86% *
Approach to ASB	59%	57%	83% *
Listens & Acts	58%	55%	100% *
Kept Informed	72%	70%	100% *
NPS (Promoters)	34%	32%	57% *
Fairly & with Respect	78%	76%	100% *
Easy to Deal With	69%	67%	100% *
Complaints Handling	51%	49%	100% *

*Base below 10



Age Group

In surveys of this type, satisfaction tends to generally increase with age, and this is also the case here.

Those aged 85+ and 0-24 have some of the highest satisfaction at 100%, though fewer than ten responses were received for both groups.

Of those with higher than ten responses, 75-84 year olds show the highest overall satisfaction at 92%. This group sees much lower satisfaction in neighbourhood contribution however (50%).

Those aged 35-44 are the least satisfied overall in Q2 (47%), followed by those ages 55-59 (63%).

	All Residents	0 - 24	25 - 34	35 - 44	45 - 54	55 - 59	60 - 64	65 - 74	75 - 84	85 +
Overall Satisfaction	69%	100% *	64%	47%	71%	63%	86%	77%	92%	100% *
Well Maintained Home	70%	83% *	68%	47%	72%	68%	92%	81%	75%	100% *
Safe Home	75%	83% *	67%	67%	72%	84%	86%	75%	83%	100% *
Repairs Last 12 Months	71%	100% *	60%	55%	75%	60%	78% *	86%	100% *	100% *
Time Taken Repairs	66%	75% *	67%	50%	81%	60%	44% *	79%	75% *	100% *
Communal Areas	79%	100% *	75% *	63% *	75%	90%	83% *	92%	67% *	0% *
Neighbourhood Contribution	65%	83% *	33%	65%	73%	71%	69%	73%	50%	100% *
Approach to ASB	59%	80% *	40%	61%	33%	67%	73%	63%	73%	100% *
Listens & Acts	58%	75% *	53%	41%	44%	63%	73%	73%	70%	100% *
Kept Informed	72%	80% *	68%	62%	61%	71%	92%	89%	56% *	100% *
NPS (Promoters)	34%	33% *	25%	31%	31%	44%	50%	24%	45%	- *
Fairly & with Respect	78%	100% *	71%	59%	80%	82%	93%	83%	83%	100% *
Easy to Deal With	69%	100% *	54%	48%	62%	84%	93%	80%	75%	100% *
Complaints Handling	51%	50% *	60% *	22% *	50% *	60% *	75% *	25% *	80% *	100% *

*Base below 10



Area

The City of Lincoln Council operates over ten areas and areas with 15 or more responses can be seen here.

Once again, tenants living in the Hartsholme area show high satisfaction (73%), but those in the City Centre show the highest overall satisfaction score of 77%.

Those in Monks Road are the least satisfied overall (53%), though fewer than ten responses were received for other metrics.

It is not clear whether these differences are driven by local service delivery, would could be improved upon by the Council, or other factors such as property type and condition and local facilities.

	Birchwood	Boultham Moor	City Centre	Ermine	Ermine West	Hartsholme	Monks Road	St Giles	All Residents
Base size	43	51	35	42	35	15	30	41	292
Overall Satisfaction	65%	69%	77%	67%	60%	73%	53%	59%	65%
Well Maintained Home	69%	71%	68%	88%	65%	71%	86% *	57%	53%
Safe Home	74%	85%	60%	88%	80%	87%	86% *	62%	58%
Repairs Last 12 Months	72%	65%	55%	89% *	75%	88% *	100% *	83% *	57%
Time Taken Repairs	66%	76%	55%	78% *	58%	63% *	83% *	67% *	57%
Communal Areas	77%	78% *	70%	92%	88% *	88% *	75% *	64%	50% *
Neighbourhood Contribution	66%	75%	62%	79%	90%	45%	75% *	56% *	45%
Approach to ASB	58%	62%	59%	64%	71%	64%	40% *	36%	54%
Listens & Acts	56%	50%	48%	90%	67%	58%	71% *	36%	43%
Kept Informed	71%	76%	68%	86%	63%	77%	86% *	50%	69%
NPS (Promoters)	33%	50%	32%	47%	28%	31%	29% *	21%	21%
Fairly & with Respect	78%	74%	82%	93%	83%	64%	86% *	62%	80%
Easy to Deal With	68%	75%	56%	88%	68%	59%	86% *	71%	58%
Complaints Handling	51%	57% *	40% *	67% *	60% *	25% *	100% *	75% *	0% *



Length of Tenancy

Those with tenancy lengths of 4-5 years are the most satisfied overall with the Council (75%). All tenancy lengths score 70% satisfaction or above, with the exception of new tenancies of 1 year or less (43%) - though fewer than ten responses were received from this group.

Newer tenants tend to be more highly satisfied in surveys of this kind, and Q2 results break this trend, perhaps due to low response rates.

All groups score less than 65% satisfaction for the Council's approach to ASB, with the exception of tenancy lengths of 20 years and over. As for repairs, even older tenants in longer tenancies, who tend to be more satisfied, give lower scores for time taken on repairs (around 60%).

	All Residents	A. < 1 year	B. 1 - 3 years	C. 4 - 5 years	D. 6 - 10 years	E. 11 - 20 years	F. Over 20 years
Overall Satisfaction	69%	43% *	69%	75%	70%	71%	71%
Well Maintained Home	70%	43% *	65%	83%	76%	67%	71%
Safe Home	75%	17% *	73%	70%	83%	74%	88%
Repairs Last 12 Months	71%	40% *	75%	70%	75%	70%	73%
Time Taken Repairs	66%	60% *	71%	70%	69%	61%	60%
Communal Areas	79%	40% *	75%	91%	92%	74%	100% *
Neighbourhood Contribution	65%	0% *	71%	77%	67%	57%	69%
Approach to ASB	59%	33% *	55%	50%	57%	63%	71%
Listens & Acts	58%	50% *	50%	57%	70%	58%	56%
Kept Informed	72%	50% *	75%	71%	75%	69%	75%
NPS (Promoters)	34%	14% *	38%	37%	35%	21%	46%
Fairly & with Respect	78%	67% *	83%	79%	70%	87%	70%
Easy to Deal With	69%	43% *	74%	68%	72%	64%	74%
Complaints Handling	51%	0% *	45%	40% *	14% *	92%	60% *

*Base below 10



Gender

In these kinds of surveys, female tenants tend to be less satisfied than males, although this is not always the case for the Council in all metrics.

Whilst male tenants show higher overall satisfaction (75%), female tenants show higher scores kept informed (74%), and marginally higher scores for listens and acts (58%) and neighbourhood contribution (66%).

For the most part, the relatively small differences across genders suggest that gender alone is not a major factor in determining satisfaction. In certain cases, like well maintained home and fairly and with respect, gendered differences in satisfaction are slightly more prominent.

	All Residents	F	M	Unknown
Overall Satisfaction	69%	67%	75%	100% *
Well Maintained Home	70%	66%	78%	100% *
Safe Home	75%	72%	80%	- *
Repairs Last 12 Months	71%	67%	79%	100% *
Time Taken Repairs	66%	61%	75%	100% *
Communal Areas	79%	79%	78%	100% *
Neighbourhood Contribution	65%	66%	63%	- *
Approach to ASB	59%	59%	59%	- *
Listens & Acts	58%	58%	56%	100% *
Kept Informed	72%	74%	69%	- *
NPS (Promoters)	34%	34%	33%	0% *
Fairly & with Respect	78%	72%	88%	100% *
Easy to Deal With	69%	67%	73%	100% *
Complaints Handling	51%	52%	50%	- *

*Base below 10



o This research project was carried out to conform with
ISO20252:2019 and the MRS Code of Conduct.

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Certificate No:359292021



SUBJECT:	ANTI-SOCIAL BEHAVIOUR UPDATE
DIRECTORATE:	HOUSING AND INVESTMENT
REPORT AUTHORS:	MARIANNE UPTON, TENANCY SERVICES MANAGER AND BEN JACKSON, PPASB & LICENSING MANAGER

1. Purpose of Report

- 1.1 To update Housing Scrutiny Sub-Committee on the work done by the Tenancy Services Team and Public Protection and Anti-Social Behaviour (PPASB) Team to manage Anti-Social Behaviour in the city.

2. Lincoln Tenants Panel (LTP) Consultation

- 2.1 LTP have not been formally consulted about this report but have the opportunity to comment on the contents of this report at this meeting.
- 2.2 LTP have been involved in this area of work. There is an LTP working group set up to work with Debbie Savage, Area Housing Manager (ASB), our processes and procedures and further improving the service to tenants reporting issues.

3. Executive Summary

- 3.1 This report is an overview of the work done by the Tenancy Services & PPASB Teams across the city and includes some tables of statistics.

4. Background

- 4.1 Both the Tenancy Services Team and the PPASB Team respond to, and case manage reports of Anti-Social Behaviour across the city.
- 4.2 The clearest distinction between the Housing ASB team and PPASB team is the legislation which they rely on. PPASB works mainly with the Crime and Policing Act, and the Tenancy Services Team in Housing uses landlord and tenant law based in the Housing Acts.

5. The Tenancy Services Team

- 5.1 Tenancy Services deal with nuisance and Anti-Social Behaviour (ASB) relating to tenants, anyone who lives with them and visitors to their homes.
- 5.2 The issues are dealt with both by the Housing Officers dealing with tenancy and estate management and those who specialise in ASB work. The split in the work done is based upon the level of behaviour and the risk of harm it poses. All ASB cases are risk assessed at the point that the cases are logged on the system.

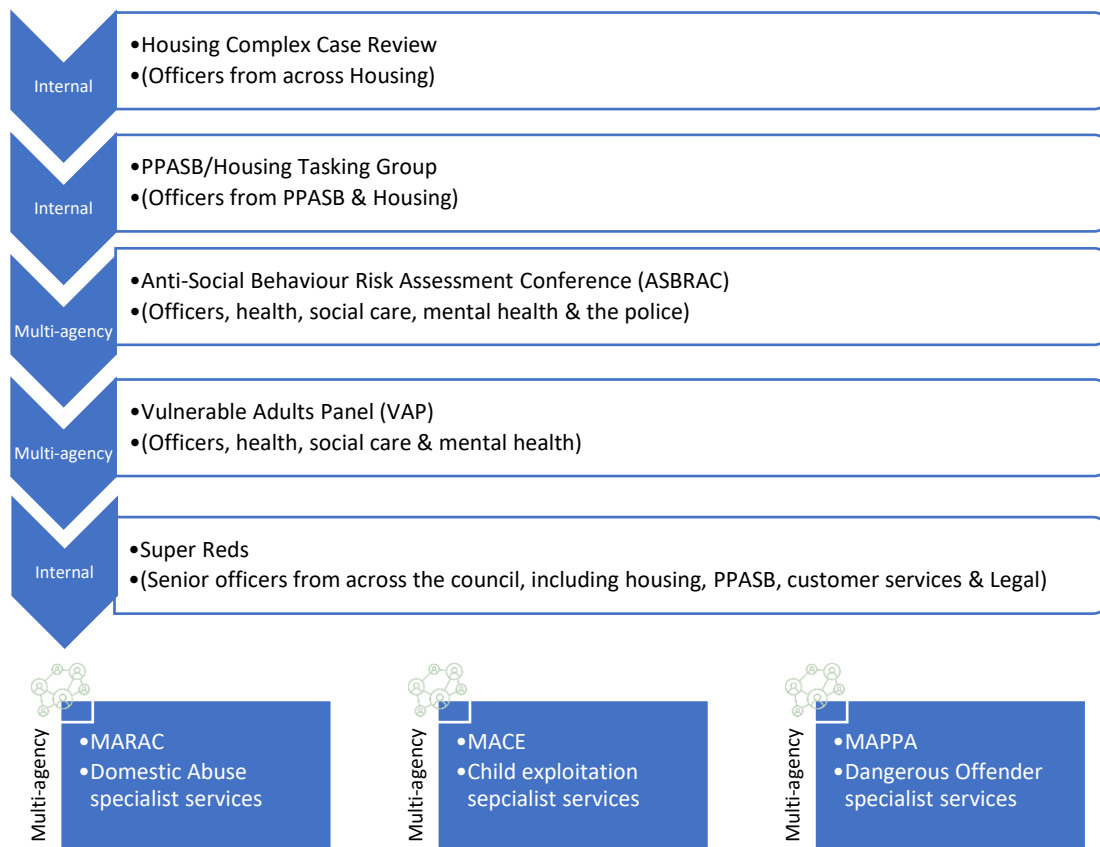
- 5.3 The Tenancy and Estate Team generally deal with nuisance issues and lower level ASB, and the ASB Team would deal with serious ASB that poses a significant risk to others and criminality (in partnership with the police).

6. What is Nuisance and ASB?

- 6.1 We make a distinction between nuisance and ASB based on the level of impact it has and also on the deliberateness of the actions.
- 6.2 Nuisance generally refers to sporadic issues that can cause irritation and annoyance, but rarely alarm and distress, although some cases can escalate (depending on the people involved and the perception of whether they are deliberate acts).
- 6.3 Nuisance could include boundary disputes, poorly kept gardens, hedges and trees, inconsiderate disposal of rubbish, occasional loud parties, poor parking or noise issues that are not a statutory nuisance, such as dogs barking occasionally.
- 6.4 ASB can include some of these, but only when they are more persistent, there is an intent to the behaviour, it is more targeted against someone or escalates to verbal and/or physical aggression.
- 6.5 With ASB cases, there is a higher risk to others and a higher likelihood of harm. It could include statutory noise nuisance, direct and indirect threats to others, harassment, intimidation and criminal behaviour such as possessing weapons, drug dealing and cuckooing of vulnerable people.

7. Managing ASB

- 7.1 Key partnerships for the Housing teams to effectively manage ASB are with the PPASB Team, Police, Social Care, Mental Health Teams, support agencies and the Legal Services Team.
- 7.2 When dealing with any nuisance or ASB, the team will maximise the opportunities to work with tenants to ensure they have the support required to change their behaviour and to prevent them from losing their home. There are a whole series of referrals and meetings operating to protect tenants and to look at resolutions. There is a clear pathway through them for escalating cases or accessing more specialist services.
- 7.3 Diagram of meetings pathway:



- 7.4 Depending on the people involved and their vulnerabilities, a safeguarding referral can be made at any stage of the process.
- 7.5 Except in the most serious cases with unacceptable levels of risk, all potential eviction action is referred to the Eviction Prevention Panel along with the rent arrears cases.
- 7.6 The teams have a number of tools and powers available to manage ASB with the aim of stopping it occurring, which range from tenancy breach warnings to eviction.
- 7.7 Each case is individual, like the people involved, which means a tenancy breach warning may be enough to resolve some issues, while others can only be resolved by legal action to force a change in behaviour. We work with PPASB to operate a cross-council approach to assessing and managing risk.
- 7.8 The actions can be extremely resource intensive and required detailed evidence gathering over a period of time. The new focused, proactive approach to managing ASB requires officers with the knowledge, skills and resilience to be effective. It has implications on resources, both in terms of staff time and capacity and budgets because of the cost of training and court action. This is across the Tenancy Services, PPASB and Legal Services teams.
- 7.9 It should also be recognised that it can be distressing and unpleasant for the officers who deal with it on a daily basis. They are dealing with a wide spectrum of people, from very vulnerable individuals subject to abuse and exploitation to extremely violent and unpredictable people.

- 7.10 The service has been working closely with PPASB on cases that are involving Community Protection Warnings (CPWs), Community Protection Notices (CPNs), Criminal Behaviour Orders (CBOs) and injunctions.

There have been improvements to the system to make sure the cases are properly recorded and monitored and that we have clear evidence to use should any court action be necessary.

8. Tenancy Services Data for Q1 and Q2 2024/25

8.1

Cases Received in Q1 01.04.24 to 30.06.2024	Received	Closed	Open
Domestic Abuse	1	0	1
Drugs/substance misuse/drug dealing	8	2	6
Garden nuisance	2	1	1
Hate-related incidents	1	0	1
Legal cases	1	0	1
Misuse of communal areas/public space or loitering	1	0	1
Noise	43	21	22
Noxious Odour	3	1	2
Nuisance from vehicles	2	0	2
Other breaches	27	10	17
Pets and animal nuisance	7	2	5
Physical violence	3	1	2
Property Condition	4	2	2
Safeguarding & TAC referrals	12	1	11
Vandalism and damage to property	2	1	1
Verbal abuse/harassment/intimidation/threatening behaviour	14	6	8
Grand Total	131	48	83

8.2

Cases Received in Q2 01.07.24 to 30.09.2024	Received	Closed	Open
Cuckooing	1	0	1
Domestic Abuse	3	1	2
Drugs/substance misuse/drug dealing	42	10	32
Garden nuisance	14	5	9
Hate-related incidents	1	0	1
Misuse of communal areas/public space or loitering	17	11	6
Noise	65	38	27
Noxious Odour	17	9	8
Nuisance from vehicles	2	2	0
Other breaches	4	3	1
Pets and animal nuisance	13	8	5
Physical violence	12	6	6
Property Condition	16	1	15
Safeguarding & TAC referrals	5	2	3
Vandalism and damage to property	6	5	1
Verbal abuse/harassment/intimidation/threatening behaviour	66	33	33
Grand Total	286	136	150

9. Public Protection and Anti-Social Behaviour Team

9.1 The PPASB Team operates to protect individuals, the community, and the amenity of the city. The team operates over a broad range of areas, with the core services providing a combination of both proactive and reactive activities.

9.2 The main areas include:

- Anti-Social Behaviour
- Noise
- Animals
- Pests / Conditions of Gardens
- Accumulations of Waste
- Fly-Tipping Investigations
- Management of the Safety Warden Service
- Representation at the Community Safety Partnership

9.3 Service request figures:

Quarter (24/25)	Service Requests (Across full PPASB service)
1	1234
2	1275
Quarter (24/25)	Service Requests (ASB only across full city)
1	234
2	224

10. Housing Referrals to PPASB

10.1 PPASB work closely with Housing to ensure that the tools available to PPASB are used alongside any tenancy enforcement action available to Housing. Housing refer cases into PPASB via a recently reviewed referral system. Any complex cases are discussed at the PPASB and Housing weekly tasking meetings.

10.2 Numbers of referrals

Quarter (24/25)	Referrals into PPASB from Housing
1	16
2	27

10.3 The referrals are mostly made up of Community Protection Warning and Notice requests, requests for Statutory Noise Investigations and joint visit/working opportunities. Housing lead on any ASB investigation where the alleged perpetrator holds a City of Lincoln Council (CoLC) tenancy only. It is important to note that a lot of ASB cases are resolved via informal action. A smaller number of cases reach the evidential and proportionality thresholds that result in a referral into PPASB and/or formal enforcement action. The informal action stages are resource intensive for the investigating case Officer.

11. Wider Role of the PPASB Team

- 11.1 PPASB chair and co-ordinate the Lincoln Anti-Social Behaviour Risk Assessment Conference (ASBRAC). All incoming ASB cases are risk assessed by either Housing or PPASB. Any high risk cases are referred into ASBRAC for a multi-agency problem solving approach. ASBRAC is a function of the Safer Lincolnshire Partnership.
- 11.2 The Safer Lincolnshire Partnership (SLP) is Lincolnshire's Community Safety Partnership. It is a legislative requirement for the council to be part of a CSP. PPASB represents both the council's Housing Service and PPASB at the SLP. The SLP is made up of a variety of key partners including Police, Mental Health services, Drug and Alcohol services, Housing providers, PPASB, Community Health, Adult Social Care and Children's Services.
- 11.3 The SLP has continued to have strategic overview of three key areas. These areas are Anti-Social Behaviour (ASB), Serious and Organised Crime and Reducing Offending, with cross cutting themes of Mental Health and substance misuse. City of Lincoln Council has continued to have representation on the Strategic Group and the ASB Core Priority Group (ASB CPG). The ASB CPG has produced a Youth ASB protocol, a Noxious Odour Policy and is working on improving the county wide response to noise nuisance complaints. These processes were put into place prior to the period of this report but have been used effectively during the period.

12. Future Work

- 12.1 Going forward the focus for PPASB will be on continuing to improve working relationships with Housing to tackle ASB within the Council's Housing stock. There will also be a focus on continuing to improve on an already effective relationship with the partners of the Safer Lincolnshire Partnership.
- 12.2 PPASB will continue work with the Lincolnshire Recovery Partnership, the Safer Lincolnshire Partnership and homelessness support organisations to improve our referral and support mechanisms.
- 12.3 Lincolnshire County Council have received funding and are considering the implementation of a county wide ASB intervention team. There needs to be a high level of co-ordination across the partners and districts, to ensure that the resources target the right problems. PPASB have requested to be part of the operational co-ordination of these resources.
- 12.4 The Police and Crime Commissioners office have received funding to provide a visible presence in identified hot spots of the city. PPASB and the Police are working to feed in data and operational awareness for where those resources would be best allocated. PPASB and Housing staff are forming part of the externally funded high visibility patrols.

13. Strategic Priorities

13.1 Let's deliver quality housing

Part of delivering quality housing is delivering a quality management service to our tenants.

Effective management of nuisance and ASB ensures tenants feel safer in their homes and surrounding areas and protects them from the risk of harm.

13.2 Let's enhance our remarkable place

Having a cross-council, and multi-agency approach to tackling nuisance and ASB contributes to making Lincoln feel like a safer and more pleasant place to live in and visit. It has positive impacts on the wider community as well as our tenants.

14. Organisational Impacts

14.1 Finance (Including whole life costs where applicable)

This report is to provide information only and does not contain any proposals that have an impact on Finance beyond the existing budgets for the respective teams.

14.2 Legal Implications including Procurement Rules

This report is to provide information only and does not contain any proposals that have an impact on the Legal Services Team beyond the existing pressure on the team resources for the legal actions undertaken for cases.

14.3 Equality, Diversity and Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

This report is to provide information only and does not contain any proposals that have an impact on Equality, Diversity and Human Rights, so does not require an Equality Analysis.

15. Risk Implications

15.1 (i) Options Explored

This policy does not pose any additional risks.

15.2 (ii) Key Risks Associated with the Preferred Approach

N/A.

16. Recommendation

16.1 To note the content of the report.

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer:

Marianne Upton, Tenancy Services Manager
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SUBJECT:	ESTATE INSPECTIONS
DIRECTORATE:	HOUSING AND INVESTMENT
REPORT AUTHOR:	MARIANNE UPTON, TENANCY SERVICES MANAGER

1. Purpose of Report

- 1.1 To provide feedback on the issues identified during the 2024 Estate Inspections.

2. Lincoln Tenants Panel Consultation

- 2.1 LTP have been involved in this area of work. Five members of LTP attended the Estate Inspections this year.
- 2.2 They now form a working group which is meeting early in November to review the issues raised and as needed, re-visit certain areas to check progress with particular issues.
- 2.3 The group will also be involved in looking at longer term work that was identified during the inspections.

3. Background

- 3.1 It is important to say that the number of issues raised for the whole of our estate areas in Lincoln is relatively low. This reflects better management on the estates by the Housing Officers and Caretakers, the improved repairs processes and ongoing investment in our stock over the past couple of years.

4. Key Themes Identified

- 4.1 The key themes from the estate inspections in 2024 have been: bins, enhancements, fly tipping, general maintenance, graffiti, grounds maintenance, parking, redundant fixtures and repairs.

Issue	Number	%
Bins	14	6.9%
Enhancements	7	3.4%
Fly tipping	40	19.6%
General maintenance	51	25%
Graffiti	6	2.9%
Grounds maintenance/trees/gardens	19	9.3%
Parking	15	7.4%
Redundant fixtures	11	5.4%
Repair	40	19.6%
Private issue	1	0.5%
Total	204	100%

4.2 Bins

The issues with bins are generally about the untidiness at blocks of flats where there are individual bins instead of communal bins and looking at whether these could be changed. Another issue was the siting of bins being too close to the buildings, or where they are not being clipped into their metal posts, so tenants are moving them to other locations that are closer to the buildings.

4.3 Enhancements

These changes are those that would generally improve the look and feel of the estates, not things that resolve repairs or general maintenance issues. Enhancements will change the way that spaces are used and provide more useful spaces for tenants. Examples of this would be where there are unused shed areas or bin stores that are no longer being used which could be repurposed. Any works in this category would need some consultation with local tenants.

4.4 Fly Tipping

This is likely to be a persistent and ongoing problem across the city. It is expensive to clear and hard to police. People who fly tip should be charged (or fined) for this, but it is often difficult to recharge as it is not always clear who has put it there. Given that many of the areas are open spaces, it may not be local residents or tenants leaving items.

4.5 General Maintenance

This category of issues is distinct from repairs because it does not indicate that something is damaged or broken and needs repair. It looks at the maintenance of buildings and communal areas and issues that would normally be done on a cyclical or planned schedule. Examples of this would be guttering needing regular cleaning on flat blocks.

Particular issues were identified in this category with the need to improve regular cleaning of communal windows, flat windows at height that tenants cannot clean and regular cleaning and maintenance of external lighting.

4.6 Graffiti

Much like fly tipping, graffiti is a reactive issue. It's not possible to predict where this will occur or how often it will occur. Depending on the content of the graffiti, the time scales for removal vary, for example, offensive graffiti is removed more quickly.

4.7 Grounds Maintenance/Gardens/Trees

There are various elements to this category. There is general grounds maintenance that is covered by the ground's maintenance contract, where the level of maintenance that has been carried out is not up to standard or areas have been missed. Another element to this is tree work on communal land which falls outside of the contract with Continental and is undertaken for us by the council's Arboricultural Officers. There are also issues with individual tenant gardens that are picked up under this. And finally, issues with gardens to flat blocks where they are

not well kept because each tenant has an individual area allocated to them, so the space is not communal and not covered by the ground's maintenance contract.

4.8 Parking

This is a common issue across the city relating to not enough parking spaces in areas to cater for the fact that people generally have more than one car per household. Discussions about this tend to be looking at ways of increasing the amount of parking and stopping damage to green areas where people are choosing to park their cars. It looks at enhancements to areas through the use of green space or unused land being converted to parking spaces. The schemes would help to manage parking nuisance and prevent the damage to pavements and green areas. Parking schemes can be costly, and they also need to take into consideration the replacement of any green spaces that are used.

4.9 Redundant Fixtures

This relates to fixtures that have been left behind when changes have been made on an estate, such as bins being moved away from blocks, leaving the brick wall in place where they used to be stored which becomes an empty space and can be common sites for fly tipping. Another example would be where blocks have had signs replaced, but the old sign has been left in place rather than removed.

4.10 Repairs

These are individual issues where something is damaged or broken and would be undertaken as a normal repair within the relevant timescales.

4.11 Of the 204 issues raised in the Estate Inspection reports, 20 of them fall outside the responsibility of either Housing or the council.

4.12 The information gathered during the Estate Inspections will now be reviewed by an Lincoln Tenant Panel (LTP) working group (consisting of the 5 members who attended the inspections), which will include re-inspecting particular issues.

4.13 In addition, Officers will follow up on when cyclical or planned maintenance is being scheduled.

4.14 For enhancements to estates, Tenancy Services will work with the Investment Team on plans & feasibility assessments for undertaking any work under the Estate Regeneration strand of the HRA Business Plan. This means that any work will be planned and scheduled over the next few years, rather than having short term targets.

5. **Strategic Priorities**

5.1 Let's deliver quality housing

The appearance and maintenance of our estates has an impact on whether tenants feel they live in a quality home in a well-cared for environment.

5.2 **Let's enhance our remarkable place**

Our estates cover large areas throughout the city and when they are well kept & maintained the enhance the experience of living in, working in and visiting Lincoln.

6. **Organisational Impacts**

6.1 **Finance (including whole life costs where applicable)**

This report is for information only and has no financial impacts.

6.2 **Legal Implications including Procurement Rules**

This report is for information only and has no legal impacts.

6.3 **Equality, Diversity and Human Rights**

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

This report is for information only and has no equality, diversity or human rights impacts.

7. **Risk Implications**

7.1 **(i) Options Explored**

This report has no risk implications.

7.2 **(ii) Key Risks Associated with the Preferred Approach**

N/A.

8. **Recommendation**

8.1 That the content of the report is noted.

8.2 That LTP has a working group to evaluate the issues raised in the inspections.

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? 1

List of Background Papers: None

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Area	Location	Issue	Responsibility	Theme
Birchwood	Eastleigh Close Flats	Bins to be secured away from the building	Investment	Bins
City Centre	Chelmsford Street	Remove free standing unauthorised bin next to communal bin area	Biffa	Bins
Hartsholme	ABC Blocks	Individual bins against the building and looks very messy	Investment	Bins
Hartsholme	Rear of shops on Hemswell Avenue/ Morton Drive	Bottle bank no longer in use	Biffa	Bins
High Street	Gaunt Street/Alfred Street	Bins stored against the buildings	Investment	Bins
Manse	Laurel Close communal blocks	New metal bin storage posts needed at the rear of the blocks	HRS	Bins
Manse	Laurel Close	Keeping the communal bins locked in metal post	Biffa	Bins
Newport/Burton Road	Lillicrap Court	Replace the individual bins with large communal bins and keep away from front door	Investment	Bins
St Giles	Coleridge Green flats	larger communal bins requested to be placed away from front doors	Investment	Bins
Stamp End	Shuttleworth House/Cannon Street/Napier Street/Stamp End/Fenton Place	Review bin storage for all communal bins	Investment	Bins
Stamp End	214-216 Cannon Street	Install new metal bin brackets/post outside block	Investment	Bins
Stamp End	116-121 Cannon Street	Move bins from communal door to bin bracket, bins are currently too close to the door	Investment	Bins

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Stamp End	50-54 Cannon Street	Remove individual bins and replace with communal bins	Investment	Bins
Stamp End	130 Cannon Street	Move bins from communal door to bin bracket	Investment	Bins
Birchwood	Eastleigh Close Flats	Rear communal area to be made into a communal garden area for tenants	Investment	Enhancement
City Centre	Chelmsford Street	New Street lights needed to the rear of the block and install to deter graffiti	Investment	Enhancement
Hartsholme	Anderby Drive	3 bollards and mobile CCTV camera to a lamp post to be installed to control unauthorised parking	Investment	Enhancement
High Street	Rear & side of Gaunt Street block (closest to river & Riverside Drive)	Shed and drying area behind could be re-purposed	Investment	Enhancement
Stamp End	Shuttleworth House	Lack of bike storage	Investment	Enhancement
West End	Campbell House/St Faiths Street and Newland Street West	Review the use of communal court yards. Remove old redundant fencing to allow for more room in communal areas. Remove trees in small communal court yards	Investment	Enhancement
Ermine West	Chatterton Avenue		caretakers asked to monitor frequently to prevent build up	Fly tipping
Ermine West	Garages	Clearance of rubbish requested		
	Aylesby close	Sofa left on roadside	HRS	Fly tipping
Birchwood	Cosford Close	Fly tipping	HRS	Fly tipping

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Birchwood	Boiler House	Fly tipping	HRS	Fly tipping
Birchwood	Rear alley of Lilac Close	Dumped dog waste and household items	HRS	Fly tipping
Birchwood	Rear alley of Eastleigh Close	Dumped sofa and household items	HRS	Fly tipping
Birchwood	Alleyways of Staverton Crescent	Varying items - household and general waste	HRS	Fly tipping
Birchwood	Hospital Plantation	Fly tipping	HRS	Fly tipping
City Centre	31-41 Hermit Street	Remove fly tipped black bin bags next to communal bin storage area	HRS	Fly tipping
City Centre	Chelmsford Street	Remove dumped mattress and bed	HRS	Fly tipping
City Centre	Chelmsford Street/Walnut Place	Remove fly tipped trolleys and other items to rear of Walnut Place	HRS	Fly tipping
Ermine East	Westminster House	Fly tipping all around the immediate area	HRS	Fly tipping
Ermine East	Sandringham House	Fly tipped items piled at the side of the block	HRS	Fly tipping
Hartsholme	Side of Winterton House	Fly tipping fridge and other appliances	HRS	Fly tipping
Hartsholme	Keadby Close garage site	Fly tipping of wood and general waste	HRS	Fly tipping
Hartsholme	Rear of shops on Morton Drive	Mattress dumped	HRS	Fly tipping
High Street	Alfred street	Litter pick area	Biffa	Fly tipping
Manse	All rear communal areas Laurel Close	Fly tipping in rear communal areas	HRS	Fly tipping

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Manse	Laurel Close	Dumped mattress next to communal bins outside the front of the block at the end of the road	HRS	Fly tipping
Newport/Burton Road	Mary Sookias	Fly tipping around the back of this block	Caretakers asked to remove	Fly tipping
Newport/Burton Road	Mill Row	Door and mattress clearance	HRS	Fly tipping
St Giles	Coleridge Green Flats	Clear up of fly tipped items around the flats	HRS	Fly tipping
St Giles	Swift Gardens	Fly tipping around the area	HRS	Fly tipping
St Giles	Frank Wright Court	Fly tipping reported mattresses/trolleys	HRS	Fly tipping
St Giles	Across the estate	Trolleys left around the estate	Reported on trolley app	Fly tipping
Stamp End	Cannon Street	Fly tipping of waste and items	HRS	Fly tipping
Stamp End	Cannon Street	Fly tipping old chair and green waste	HRS	Fly tipping
Stamp End	2-12 Napier Street	Fly tipping bag of materials and old paint cans	HRS	Fly tipping
Tower	Tower Flats	Broken lawn mower fly tipped in rear communal bin areas	HRS	Fly tipping
Tower	Roman Pavement	Fly tipping next to the entrance to TAG offices on Roman Pavement, wood waste	HRS	Fly tipping
West End	52-54 St Faiths Street	Various small rubbish items, a large sofa and other black bin bags in and around the communal areas for St Faith Street block containing 54 St Faiths Street	HRS	Fly tipping

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West End	1-17 Charlesworth Street	fly tipping black bin bags next to communal bin storage area	HRS	Fly tipping
West End	2-12 Charlesworth Street	fly tipping black bin bags next to communal bin storage area	HRS	Fly tipping
West End	2-12 Arthur Taylor Street	fly tipping rear communal area and front grassed area	HRS	Fly tipping
West End	19-29 Arthur Taylor Street	fly tipping and sofa left in communal area	HRS	Fly tipping
West End	109-119 Carr Street	fly tipping items in the communal areas	HRS	Fly tipping
West End	St Faiths Street	Fly tipping in rear communal areas	HRS	Fly tipping
West End	Arthur Taylor Street	Small fly tipping items	HRS	Fly tipping
West End	Carr Street	Fly tipping in rear communal areas	HRS	Fly tipping
West End	Campbell House	Fly tipping in rear communal areas	HRS	Fly tipping
Ermine West	Retief View	Guttering needs clearing out - lots of build-up and blockages	HRS	General maintenance
Birchwood	Luton Close	Street Sign needs cleaning of spray paint	HRS	General maintenance
Birchwood	Marham Close	Street Sign needs cleaning & straightening up	HRS	General maintenance
Birchwood	Bawtry, Andover, Cosford	Renew balcony boards - paint chipping/ rusting away	Investment	General maintenance
City Centre	Kesteven Street	Guttering needs clearing around all blocks	HRS	General maintenance
City Centre	Walnut Place	Facias around entire block needs inspecting and renewing due to weather damage	HRS	General maintenance

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		All communal block signs are badly damaged due to weathering and poor design. Signs to be removed and replaced with all-weather permanent signage		
City Centre	Hermit Street		HRS	General maintenance
City Centre	Chelmsford Street	Clean or remove asbestos facias	HRS	General maintenance
City Centre	Kesteven Street	benches in the communal area are not fit for purpose. Please could these be removed and consider suitable replacements	Investment	General maintenance
City Centre	Hermit Street	Block signs are damaged, replace with new signs	Investment	General maintenance
Ermine East	Paths all around the estate	Broken & uneven paths	Fix my street - County	General maintenance
Hartsholme	Bayons House	White paint needs removing from the front of the building	HRS	General maintenance
Hartsholme	ABC Blocks	Path in front of Denton House	Investment	General maintenance
Hartsholme	ABC Blocks	Brick up shed windows to ABC Blocks	Investment	General maintenance
High Street	16 - 38 Alfred Street	Resurface footpath to rear	HRS	General maintenance
Manse	Holly Close	Street signage is old and needs renewing	HRS	General maintenance
Manse	Laurel Close Garages	Signage needs replacing and paint work need to be redone	HRS	General maintenance

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	Manse	Laurel Close	Communal doors. Request update from Investment on installation of new communal doors at Laurel Close	Investment	General maintenance
	Manse	Laurel Close	Paint work to sheds to the rear of all Laurel Close communal blocks	Investment	General maintenance
	Manse	Laurel Close	Old signage fixed to the wall of the garages at the end of Laurel Close, worn and unclear. Paint work needs to be redone. Signage needs replacing and paint work need to be redone	Investment	General maintenance
	Manse	Holly Close	Holly Close signage is damaged/old and needs renewing	County	General maintenance
	Moorland	Sansford Green	Removal of bent sign on grassed area	HRS	General maintenance
	Moorland	Top of Moorland near Westwick	Moorland Avenue street sign need clearing and straightening up	HRS	General maintenance
	Moorland	Front of Reynolds House	Uneven path	Fix my street - County	General maintenance
	Moorland	Westwick drive (towards Moorland Avenue)	Pothole in the road	Fix my street - County	General maintenance
	Moorland	Turner Avenue	Uneven path from tree roots	Fix my street - County	General maintenance
	Newport/Burton Road	Lillicrap Court	Repainting of sheds as some were missed at the front of the courtyard	HRS	General maintenance
	Newport/Burton Road	Lillicrap Court	Pavement outside Lillicrap Court has lifted due to tree roots	HRS	General maintenance

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8	Newport/Burton Road	Kingsley Street	Railings need a refresh of paint	HRS	General maintenance
	Newport/Burton Road	Williamson Street	Graffiti around this area needs removing	HRS	General maintenance
	Newport/Burton Road	Tom ward court	Fencing needed to be cleaned – a lot of unsightly green all over	HRS	General maintenance
	Newport/Burton Road	Tom ward court	Signs around the area also needed a clean to be visible	HRS	General maintenance
	Newport/Burton Road	Naam Place	Dog waste bin needed for the area. Large amount outside the path to this block unable to be avoided and no bin nearby	HRS	General maintenance
	Newport/Burton Road	Lillicrap Court	Replace bench in communal area	Investment	General maintenance
	Newport/Burton Road	Kingsley Street	Washing lines to be installed rather than the rotary ones there currently	Investment	General maintenance
	Newport/Burton Road	Mill Row	Garages to be repainted	HRS	General maintenance
	Newport/Burton Road	Mill Row	Missing bollards	HRS	General maintenance
	Newport/Burton Road	Mill Row	Garage wall degraded	Investment	General maintenance
	Newport/Burton Road	Lillicrap Court	Pavement outside	Fix my street - County	General maintenance
	St Giles	Browning Drive	tree roots uplifting paving slabs	Fix my street - County	General maintenance
	St Giles	Robert Tressel Walk	raised concrete in car park space outside properties	County	General maintenance

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Stamp End	214-216 Cannon Street	Loose bricks next to communal entrance	HRS	General maintenance
Stamp End	113-115 Cannon Street	Uneven footpath, resurfacing needed	HRS	General maintenance
Stamp End	Cannon Street/Napier street	Uneven footpath, resurfacing needed	HRS	General maintenance
Stamp End	Cannon Street flats (multiple)	Issue with installation of new downpipes & where they are draining	Investment	General maintenance
Tower	43A - 49A Roman Pavement Garages/Parking Area	Garage site to the rear of Roman Pavement Flats needs refurbishment, rotten garage doors, damaged brick walls, possible asbestos roofing	Investment	General maintenance
West End	Derek Miller Court	Remove old CCTV signage on the left corner of the block as you enter the car park, replace with new signage	HRS	General maintenance
West End	St Faiths Street/Campbell House	Repaint and add parking spaces in communal parking	HRS	General maintenance
West End	St Faiths Street/Campbell House	Remove old washing lines in rear communal and replace with new washing lines	HRS	General maintenance
West End	St Faiths Street Car Park	Repaint/add parking spaces	HRS	General maintenance
West End	St Faiths Street	Old wooden shed to the rear of St Faiths Street in the communal area, along with various other waste items	HRS	General maintenance
City Centre	Chelmsford Street	Remove graffiti on the rear of Chelmsford Street communal block	HRS	Graffiti

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Ermine East	Sandringham House	Graffiti needs removing	HRS	Graffiti
St Giles	Substation	Graffiti all over the wall	HRS/Western	Graffiti
Tower	Roman Pavement	Graffiti on communal door/wall	Power? HRS	Graffiti
West End	Derek Miller Court	Graffiti on communal wall to the right of the car park	HRS	Graffiti
West End	Arthur Taylor Street	Graffiti on communal wall to the rear	HRS	Graffiti
Ermine West	All "The Views"	Monitor section of wildflowers outside	Continental	Grounds maintenance
Birchwood	Mildenhall	Green area adjacent to Birchwood Avenue - make into a wild area as not currently used	Investment	Grounds maintenance
Birchwood	Rear Alley ways of Snowberry Gardens	Very overgrown	Continental	Grounds maintenance
Birchwood	Rear of Eastleigh close and Staverton	Overgrown vegetation	Continental	Grounds maintenance
Birchwood	Rear of Marham Close	Very large tree	Arboricultural Officers	Grounds maintenance
City Centre	Hermit Street	remove dead moss in Hermit Street communal areas	HRS	Grounds maintenance
Ermine East	Belvedere House, Cornwall House, Somerset House, Holyrood House Hanover House & Harewood House	Gardens continue to be an issue; most blocks have had gardens allocated but still some needing to be actioned	Tenancy & Continental	Grounds maintenance
Hartsholme	Rear of Winterton House	Large trees need reducing	County	Grounds maintenance
Hartsholme	ABC blocks	Shrubs and trees against the blocks	Continental	Grounds maintenance

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81	Manse	Cedar Avenue	Nuisance garden conditions in private properties	PPASB	Grounds maintenance
	Moorland	Turner Avenue - side of Fulbeck house	3 large trees	Arboricultural Officers	Grounds maintenance
	Newport/Burton Road	Mary Sookias	Vegetation to be cut back as affecting the security lighting	Continental	Grounds maintenance
	Newport/Burton Road	Kingsley Street	Weeds around the back	Continental	Grounds maintenance
	Newport/Burton Road	Williamson Street	Large trees to be removed	Continental	Grounds maintenance
	Newport/Burton Road	Williamson Street	Trees remain an issue here - works have been carried out still more trees in the area in need of attention as touching windows of the flats	Continental	Grounds maintenance
	Stamp End	Cannon Street	Review use of empty land/flower beds on Cannon Street	Continental	Grounds maintenance
	Tower	Roman Pavement	Weed spray footpath along Roman Pavement	Continental	Grounds maintenance
	Tower	Tower Crescent	Weed spray footpath along Tower Crescent	Continental	Grounds maintenance
	West End	St Faiths Street/Campbell House	moss growth and lose leaf fall/litter in communal areas	Caretakers	Grounds maintenance
	Ermine West	Tetney Close	create parking bays due to the current condition of the grass verges where cars are regularly mounting the curbs and parking closer to properties	Investment	Parking

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8	Ermine West	Aylesby Close	Fencing or bollard request made to prevent parking on grassed areas on the close, too many cars park inconveniently on the cul de sac	Investment	Parking
	Ermine West	Steeping Court	Parking bays needed in the area	Investment	Parking
	Birchwood	Spirea Approach	Parking issues on the grass verges - install bollards or low fencing	Investment	Parking
	City Centre	Chelmsford Street	Rear of Chelmsford Street. Please install bollards to prevent people from parking on the grassed areas	Investment	Parking
	Ermine East	Sandringham House	Car parking suggestions	Investment	Parking
	Ermine East	Hampton House	Car parking suggestions	Investment	Parking
	Ermine East	Welton Gardens	Green area would benefit from parking spaces	Investment	Parking
	Hartsholme	ABC Blocks	Parking bays to the green via Carrington & Ashby Avenue	Investment	Parking
	Manse	Holly Street	Lack of parking in Holly Street/locality. Removal of some green space areas in Holly Street to allow room for more for parking spaces	Investment	Parking
	Manse	Holly Street	Installing additional parking bays alongside the entire length of Holly Street and removing grass/brick paved verges	Investment	Parking
	Moorland	Top of De Wint Avenue - going onto to moorland avenue	Parking bays/ bollards on grass verge	Investment	Parking

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Moorland St Giles	Sansford Green Coleridge Green	Parking bays/bollards on grass area with trees Car parking bays requested	Investment Investment	Parking Parking
St Giles Manse Newport/Burton Road	Browning Drive Holly Street 59a Burton Road	Whole street layby requested to enable more cars to park safely. Wasted space currently Bungalow roofs on Holly Street Rendering issues	Investment Investment private housing team	Parking Enhancement Private
Ermine West	All "The Views"	New signage has been installed but old is still present. Request has been made for them to be removed	Investment	Redundant fixtures
City Centre	Kesteven Street	Unused area (old drying area fenced off). Please consider either replacing the drying lines or re-purposing the area	Investment	Redundant fixtures
City Centre	Chelmsford Street	outside block containing 25. There is an old brick wall attached to the building; this was previously used to store communal bins. Please could this be removed as it is redundant	Investment	Redundant fixtures
Ermine East	Belvedere house	Brick up sheds at Belvedere House - no longer in use	Investment	Redundant fixtures
High Street	192 - 214 Gaunt Street	Removal of old sign	HRS	Redundant fixtures
High Street	Rear & side of Gaunt Street block (closest to river & Riverside Drive)	Redundant bin storage area to have wall removed, surface holes repairing and consider alternative use	Investment	Redundant fixtures

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∞	Manse	Manse Avenue	Remove No Ball Games sign affixed to tree on Manse Avenue	HRS	Redundant fixtures
	Manse	Manse Avenue	Land at the end of Manse Avenue with disused playing frame, hot spot for ASB, fly tipping, illegal waste burning and drug dealing. Look at and consider option for redevelopment/use for the land. Tenant consultation needed with local residents	DCE & Investment	Redundant fixtures
	Newport/Burton Road	Mary Sookias	Remove no ball games sign due to age	HRS	Redundant fixtures
	St Giles	Coleridge Green	Removal of old metal bench - sharp edges causing a hazard	HRS	Redundant fixtures
	St Giles	Coleridge Green flats	Removal of the old bin store wall	Investment	Redundant fixtures
	Ermine West	Greyling View	Broken floor Tiles	HRS	Repair
	Ermine West	Allendale View	Communal doors off the hinges	HRS	Repair
	City Centre	Kesteven Street	Remove old broken drying rack in the communal area and replace with new working drying rack	HRS	Repair
	City Centre	Hermit Street	Remove temporary yellow drain cover and repair/renew drain cover	HRS	Repair
	City Centre	Kesteven Street	Repair brick walls to planters	HRS	Repair
	City Centre	Hermit Street	Repair damaged fencing on Hermit Street rear of 23-29	HRS	Repair
	City Centre	Sincil Dyke bank/bridge	Hermit Street side of bridge over the dyke, there is temporary fencing	Waterways authority	Repair

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			and permanent replacement is needed		
	Ermine East	Stuart House	Side door window broken	HRS	Repair
	Ermine East	Stuart House	Broxholme Gardens end of the path broken	HRS	Repair
	Ermine East	Stuart House	Automatic light is not working	HRS	Repair
	Ermine East	Thoresway Drive	Barriers are broken along the path	HRS	Repair
	Ermine East	Kensington House	Windows that are boarded up	HRS	Repair
89	Ermine East	Imp Close	Cladding on front of new build properties on Imp Close. Most properties have broken cladding - to investigate why this is happening and report the repairs	HRS	Repair
	Ermine East	Imp Close	Gas box cover missing - outside gas box	HRS	Repair
	Ermine East	Windsor House	Drains blocked all around the building	HRS	Repair
	Ermine East	Holyrood House	Communal windows boarded up and need replacing	HRS	Repair
	Ermine East	Belvedere House	Communal windows boarded up	HRS	Repair
	Ermine East	Sandringham House	Window smashed on communal door	HRS	Repair
	Ermine East	Balmoral House	Slabs on balcony need replacing	HRS	Repair
	Ermine East	Tudor House	Facia broken off and window is blown	HRS	Repair
	Hartsholme	ABC blocks	New parking sign has come down needs fixing	HRS	Repair
	Hartsholme	Winterton House	Fence has come away at the front	HRS	Repair

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High Street	Rear 107 - 117 Gaunt Street	Shed door completely off the hinges	HRS	Repair
High Street	128 - 190 Gaunt Street	Concrete bollard snapped off	HRS	Repair
Manse	39 Laurel Close	Smashed window on top floor	HRS	Repair
Manse	63 Holly Street	Fencing issues	HRS	Repair
Manse	73 Holly Street	Large drop at the front door, missing steps	HRS	Repair
Manse	Holly Street	Damaged bollards at the entrance to Holly Street on the corner of Manse Avenue	HRS	Repair
Moorland	Turner Avenue	Electrical box doors are off	HRS	Repair
Moorland	Rear of Reynolds House	Fence panels are down	HRS	Repair
Newport/Burton Road	Williamson Street	Middle drain was blocked	HRS	Repair
Newport/Burton Road	Mill Row	Broken fencing around bin storage	HRS	Repair
St Giles	Coleridge Green Flats	Outside drain cracked and in need of repair	HRS	Repair
St Giles	Coleridge Green Flats	Damp on and around the guttering	HRS	Repair
St Giles	Browning Drive	Property front wall broken	HRS	Repair
Tower	Tower Flats	Damaged steps to the rear of the communal area/uneven surfaces	HRS	Repair
Tower	Roman Pavement Garage Site	Garage site needs extensive repairs to brick wall, roofing and paint work for garage doors	HRS	Repair
West End	Derek Miller Court	Leaking roof in main lobby above works to remove old ponds	HRS	Repair
West End	Campbell House	Broken/disconnected drainpipe	HRS	Repair
West End	Newland Street West	Smashed glass from window	HRS	Repair

SUBJECT:	ESTATE REGENERATION INVESTMENT PROGRAMME
DIRECTORATE:	HOUSING AND INVESTMENT
REPORT AUTHORS:	MARIANNE UPTON, TENANCY SERVICES MANAGER, KEVIN BOWRING, INVESTMENT MANAGER

1. Purpose of Report

- 1.1 To give information on how we are going to work together to deliver the Estate Regeneration Investment Programme.

2. Lincoln Tenants Panel Consultation

- 2.1 LTP have not been formally consulted about this report, but have the opportunity to comment on the contents of this report at this meeting.
- 2.2 The LTP working group looking at the outcomes of the estate inspections will be feeding directly into this programme.

3. Background

- 3.1 This report relates to the HRA business plan strand of estate regeneration. It also relates to the new Neighbourhood Management Policy and looks at our vision for Clean, Green and Safe estates and what we aim for the estates to be like in the next 10 years.

4. What is Clean, Green and Safe?

- 4.1 In the context of housing management, "Clean, Green, and Safe" is a guiding principle or framework used to ensure that residential environments are well-maintained, environmentally friendly, and secure. Here is what each term generally includes:

1. Clean:

- Maintenance and upkeep: Regular cleaning and maintenance of communal areas, such as hallways, lobbies, elevators, and outdoor spaces.
- Waste management: Efficient waste disposal systems, including recycling initiatives and regular rubbish collection to prevent littering and pollution.
- Pest control: Measures to prevent and control infestations, ensuring a hygienic living environment.
- Aesthetic standards: Keeping the property visually appealing through regular upkeep, such as painting, repairing damaged structures, and maintaining cleanliness.

2. Green:

- Sustainability practices: Implementing energy-efficient systems (e.g., LED lighting, solar panels) and water-saving measures (e.g., low-flow fixtures).
- Landscaping and green spaces: Preserving or enhancing green areas, such as gardens, grass areas, and trees, to promote biodiversity and provide tenants with natural environments.
- Environmental responsibility: Encouraging the use of eco-friendly materials in construction, renovation, and maintenance, as well as promoting sustainable living practices among residents.
- Climate resilience: Incorporating features that help the property adapt to climate change.

3. Safe:

- Security measures: Installation and maintenance of security systems, including CCTV, secure entry points, and lighting in public areas.
- Emergency preparedness: Clear protocols and systems for emergency situations, such as fire alarms, evacuation plans, and accessibility to first aid.
- Safety standards: Ensuring that all facilities, including electrical systems, lifts, and communal spaces, meet safety regulations and standards.
- Tenant well-being: Fostering a safe community atmosphere by addressing concerns such as noise control, neighbourhood watch programs and promoting respectful interactions among tenants.

Overall, the "Clean, Green, and Safe" approach aims to create a living environment that is not only physically well-maintained but also sustainable and secure, contributing to the overall quality of life for tenants.

5. What We Are Going to Do

- 5.1 Themes for estate regeneration will be taken from this year's estate inspections, Officer requests for improvements and consultation with tenants. The themes from the estate inspections include bins, parking, general maintenance, enhancements to areas, removing redundant fixtures and the overall appearance of green spaces and gardens at flat blocks.
- 5.2 The list of what was raised during the estate inspections that will be referred to the Investment Team is shown in Appendix 1.
- 5.3 It should be noted that this report focuses on work that will be an investment through the business plan, not the work that is business as usual for the Investment Team, such as planned maintenance, including improvements to blocks and communal spaces.

- 5.4 The business plan work will be over a longer time frame than normal planned maintenance and there is a new process being agreed for referring work to be carried out under the business plan.
- 5.5 Officers will complete forms to refer enhancements/improvement/regeneration work for consideration. This will then be submitted to the Tenancy Services Management team for assessment and to group pieces of work together. There will then be a decision about whether this is business as usual Investment work, or whether it is business plan work. There will be regular meetings between Tenancy Services and Investment to look at the scope of the works and for a feasibility assessment to be completed for each proposal and then when the work can be scheduled in. This will all be done in consultation with local tenants who will be affected by the work. It is proposed that feedback on progress should be provided to Housing Scrutiny Sub-Committee at six month intervals, to take into account the time scales for completing some of these works.
- 5.6 One of the things that will take place is a prioritisation of works and trying to effectively combine them with other planned works due in the area, such as communal block redecoration, work to make flat gardens communal. Officers and tenants will be asked what their priorities would be based on the themes that we have picked up on.
- 5.7 We could formalise the process of recording what is being done in each area through introducing Neighbourhood Management Plans. These could take into account all the work that falls outside the business plan such as the planned maintenance to internal communal areas, external communal areas and how it links to the work of other teams, such as the Caretaking Team and work that is under contract to Continental currently. A Neighbourhood Management Plan would essentially provide a holistic view of what is needed in an area. They maybe on a smaller scale than the estate inspections and we would focus on areas that are most in need of the extra work to begin.
- 5.8 There may be projects that we would like to do within the lifetime of the business plan that tenants and residents may want to see done quickly but we will need to categorise works in terms of whether they are short-, medium- or long-term plans. There may also be plans and requests that have come in or been found during the estate inspection that we are unable to do due to feasibility assessments, either because the resources aren't available, land isn't available, or the cost is prohibitive for the return (i.e. would have limited benefit to the wider tenant group). Where there are new areas of work that need undertaking, it may also be necessary to procure new contracts which will take time and will need to be factored into the target timescales for completion.

6. Strategic Priorities

6.1 Let's deliver quality housing

The appearance and maintenance of our estates has an impact on whether tenants feel they live in a quality home in a well-cared for environment.

6.2 Let's enhance our remarkable place

Our estates cover large areas throughout the city and when they are well kept and maintained the enhance the experience of living in, working in and visiting Lincoln.

7. Organisational Impacts

7.1 Finance (including whole life costs where applicable)

This report is for information only and has no financial impacts at this time.

7.2 Legal Implications including Procurement Rules

This report is for information only and has no legal impacts at this time.

7.3 Equality, Diversity and Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

This report is for information only and has no equality, diversity or human rights impacts.

8. Risk Implications

8.1 (i) Options Explored

This report has no risk implications.

8.2 (ii) Key Risks Associated with the Preferred Approach

N/A.

9. Recommendations

9.1 That the content of the report is noted.

9.2 That Housing Scrutiny Sub Committee receives 6-monthly updates on progress with any projects.

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? 1

List of Background Papers: None

Lead Officer: Marianne Upton, Tenancy Services Manager
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Area	Location	Issue	Responsibility	Theme
Birchwood	Eastleigh Close Flats	Bins to be secured away from the building	Investment	Bins
Hartsholme	ABC Blocks	Individual bins against the building and looks very messy	Investment	Bins
High Street	Gaunt Street/Alfred Street	Bins stored against the buildings	Investment	Bins
Newport/Burton Road	Lillicrap Court	Replace the individual bins with large communal bins and keep away from front door	Investment	Bins
St Giles	Coleridge Green flats	larger communal bins requested to be placed away from front doors	Investment	Bins
	Shuttleworth House/Cannon Street/Napier Street/Stamp End/Fenton Place	Review bin storage for all communal bins	Investment	Bins
Stamp End	214-216 Cannon Street	Install new metal bin brackets/post outside block	Investment	Bins
Stamp End	116-121 Cannon Street	Move bins from communal door to bin bracket, bins are currently too close to the door	Investment	Bins
Stamp End	50-54 Cannon Street	Remove individual bins and replace with communal bins	Investment	Bins
Stamp End	130 Cannon Street	Move bins from communal door to bin bracket	Investment	Bins
Birchwood	Eastleigh Close Flats	Rear communal area to be made into a communal garden area for tenants	Investment	Enhancement

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City Centre	Chelmsford Street	New Street lights needed to the rear of the block and install to deter graffiti	Investment	Enhancement
Hartsholme	Anderby Drive	3 bollards and mobile CCTV camera to a lamp post to be installed to control unauthorised parking	Investment	Enhancement
High Street	Rear & side of Gaunt Street block (closest to river & Riverside Drive)	Shed and drying area behind could be re-purposed	Investment	Enhancement
Stamp End	Shuttleworth House	Lack of bike storage	Investment	Enhancement
West End	Campbell House/St Faiths Street and Newland Street West	Review the use of communal court yards. Remove old redundant fencing to allow for more room in communal areas. Remove trees in small communal court yards	Investment	Enhancement
Birchwood	Bawtry, Andover, Cosford	Renew balcony boards – paint chipping/ rusting away	Investment	General maintenance
City Centre	Kesteven Street	benches in the communal area are not fit for purpose. Please could these be removed and consider suitable replacements	Investment	General maintenance
City Centre	Hermit Street	Block signs are damaged, replace with new signs	Investment	General maintenance
Hartsholme	ABC Blocks	Path in front of Denton House	Investment	General maintenance
Hartsholme	ABC Blocks	Brick up shed windows to ABC Blocks	Investment	General maintenance

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66	Manse	Laurel Close	Communal doors. Request update from Investment on installation of new communal doors at Laurel Close	Investment	General maintenance
	Manse	Laurel Close	Paint work to sheds to the rear of all Laurel Close communal blocks	Investment	General maintenance
	Manse	Laurel Close	Old signage fixed to the wall of the garages at the end of Laurel Close, worn and unclear. Paint work needs to be redone. Signage needs replacing and paint work need to be redone	Investment	General maintenance
	Newport/Burton Road	Lillicrap Court	Replace bench in communal area	Investment	General maintenance
	Newport/Burton Road	Kingsley Street	Washing lines to be installed rather than the rotary ones there currently	Investment	General maintenance
	Newport/Burton Road	Mill Row	Garage wall degraded	Investment	General maintenance
	Stamp End	Cannon Street flats (multiple)	Issue with installation of new downpipes & where they are draining	Investment	General maintenance
	Tower	43A – 49A Roman Pavement Garages/Parking Area	Garage site to the rear of Roman Pavement Flats needs refurbishment, rotten garage doors, damaged brick walls, possible asbestos roofing	Investment	General maintenance
	Birchwood	Mildenhall	Green area adjacent to Birchwood Avenue - make into a wild area as not currently used	Investment	Grounds maintenance

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Ermine West	Tetney Close	create parking bays due to the current condition of the grass verges where cars are regularly mounting the curbs and parking closer to properties	Investment	Parking
Ermine West	Aylesby Close	Fencing or bollard request made to prevent parking on grassed areas on the close, too many cars park inconveniently on the cul de sac	Investment	Parking
Ermine West	Steeping Court	Parking bays needed in the area	Investment	Parking
Birchwood	Spirea Approach	Parking issues on the grass verges - install bollards or low fencing	Investment	Parking
City Centre	Chelmsford Street	Rear of Chelmsford Street. Please install bollards to prevent people from parking on the grassed areas	Investment	Parking
Ermine East	Sandringham House	Car parking suggestions	Investment	Parking
Ermine East	Hampton House	Car parking suggestions	Investment	Parking
Ermine East	Welton Gardens	Green area would benefit from parking spaces	Investment	Parking
Hartsholme	ABC Blocks	Parking bays to the green via Carrington & Ashby Avenue	Investment	Parking
Manse	Holly Street	Lack of parking in Holly Street/locality. Removal of some green space areas in Holly Street to allow room for more for parking spaces	Investment	Parking

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Manse	Holly Street	Installing additional parking bays alongside the entire length of Holly Street and removing grass/brick paved verges	Investment	Parking
Moorland	Top of De Wint Avenue - going onto to moorland avenue	Parking bays/ bollards on grass verge	Investment	Parking
Moorland	Sansford Green	Parking bays/bollards on grass area with trees	Investment	Parking
St Giles	Coleridge Green	Car parking bays requested	Investment	Parking
St Giles	Browning Drive	Whole street layby requested to enable more cars to park safely. Wasted space currently	Investment	Parking
Manse	Holly Street	Bungalow roofs on Holly Street	Investment	Enhancement
Ermine West	All "The Views"	New signage has been installed but old is still present. Request has been made for them to be removed	Investment	Redundant fixtures
City Centre	Kesteven Street	Unused area (old drying area fenced off). Please consider either replacing the drying lines or re-purposing the area	Investment	Redundant fixtures
City Centre	Chelmsford Street	outside block containing 25. There is an old brick wall attached to the building; this was previously used to store communal bins. Please could this be removed as it is redundant	Investment	Redundant fixtures
Ermine East	Belvedere house	Brick up sheds at Belvedere House – no longer in use	Investment	Redundant fixtures

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High Street	Rear & side of Gaunt Street block (closest to river & Riverside Drive)	Redundant bin storage area to have wall removed, surface holes repairing and consider alternative use	Investment	Redundant fixtures
St Giles	Coleridge Green flats	Removal of the old bin store wall	Investment	Redundant fixtures

HOUSING SCRUTINY SUB-COMMITTEE

31 OCTOBER 2024

SUBJECT:	UNACCEPTABLE CUSTOMER ACTIONS POLICY
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHORS:	JOANNE CROOKES, CUSTOMER SERVICES MANAGER, EMILY HOLMES, ASSISTANT DIRECTOR-STRATEGIC DEVELOPMENT

1. Purpose of Report

- 1.1 To seek approval of the new Unacceptable Customer Actions Policy (Appendix 1).

2. Background

- 2.1 The council now has a statutory duty to handle customer complaints in line with the Housing Ombudsman Service (HOS) Complaint Handling Code. (The Code).
- 2.2 Section 5.14 of the Code self- assessment states that:

Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.
- 2.3 Whilst we had existing procedures for reporting incidents and handling reports of unacceptable behaviour it was not a formal policy document and therefore, we needed to develop and agree one.
- 2.4 The new policy has been developed with the assistance of Lincoln Tenant's Panel who were keen to help ensure that while protecting staff the policy was also proportionate in terms of the action taken.

3. Organisational Impacts

3.1 Strategic Priority:

High Performing Services.

3.2 Finance

There are no direct financial implications arising from this report.

3.3 Legal

There are no direct legal implications arising from this report.

3.4 Equality and Diversity

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

To ensure that we deliver our Equality Duty we accept complaints from customers via all communication channels. Customers can complain in person, verbally, in writing or via our online complaints template. Customers who need assistance to log a complaint can get help from Customer Services to ensure that they are heard. All complaints received are dealt with equally regardless of how they are made.

3.5 Community Engagement and Communications

We welcome feedback from customers and clearly promote the Complaints procedure on our website and in our public buildings.

4. **Recommendations**

- 4.1 Housing Scrutiny Sub Committee is asked to comment on the Draft Unacceptable Customer Actions Policy and make any recommendations prior to referral to Executive.
- 4.2 Members to note the assistance given by the Lincoln Tenant's Panel in developing this policy.

Is this a key decision?	No
Do the exempt information categories apply?	No
Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?	No
How many appendices does the report contain?	Three
List of Background Papers:	None

Lead Officer:

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Appendix 1



Unacceptable Customer Actions Policy

Document Control

Organisation	City of Lincoln Council
Title	Unacceptable Customer Actions Policy
Author	Joanne Crookes
Filename	
Owner	Corporate policy
Subject	
Classification	
Review date	April 2026

Revision History

Revision Date	Author	Previous Version	Description of Revision

Document Approvals

This document requires the following approvals:

Sponsor Approval	Name	Date
Executive		
CMT	Angela Andrews	22/10/2024
SIRO		

Summary of the Policy for Quick Reference – Potential actions we can take following a report of unacceptable or vexatious customer actions.

1. No Action

Where we assess the incident or incidents, and the decision is that the customer's action is not considered to be unacceptable.

2. Log of incident kept – anonymous actions.

We record the date and time of the incident as well as details of what occurred. We may not know the customer's details, or we decide that we will not retain them. The purpose of this is to monitor the numbers of unacceptable incidents that are taking place.

3. Log of incident kept – with customer details & informal notice.

This will usually be as the result of a singular, isolated incident that we consider to be 'low level' (classified as 'blue' in our incident reporting scheme), but that caused distress to a colleague or customer.

4. Log of incident kept – with customer details & send a warning letter.

This may be because of a one-off incident (classified as 'Amber' or 'Red' in our incident reporting scheme.) or as a further incident following an informal notice.

5. Restricting access to Council services – Sanctions and/or inclusion on the Exercise with Caution Register

If the actions of the customer are sufficiently serious that we assess there to be a risk to staff and/or members of the public, we may agree one or more control measures and it may be appropriate to restrict access. This may also apply following a warning where the unacceptable actions continue, or we record a further incident.

Restrictions imposed could include:

- Placing time limits on telephone conversations
- Restricting number of telephone calls (specified times e.g., morning or afternoon per week).
- Limiting the customer to one method of contact e.g., phone, letter, or e-mail.
- Requiring the customer to communicate only with one named member of staff referred to as a single point of contact. (SPOC).
- Requiring any personal contacts to take place in the presence of a witness and/or with the staff member using a safety alarm or device.
- Refusal to register and process further service requests/complaints about the same matter. Where we take this action and inform the customer, any future correspondence that we receive about the same matter, can simply be read, and acknowledged with a response stating that we have noted the correspondence and placed on file. This does not apply to FOI or SAR requests which we will fulfill in line with policy.
- Exclusion from the council housing register.
- Banning a customer from one or more of the authority's premises. This step will need consultation and collaboration with other City Hall tenants to ensure we do not restrict the customer's legitimate access to other services.
- Requiring visits only to take place with more than one officer present.

- We will consider other suitable options, in the light of the customer's circumstances or additional needs.

6. Issuing of a Community Protection Notice and/or reporting the incident to the police.

- A Community Protection Notice (CPN) is a two-stage process and is used to deal with a range of behaviours. (See full ASB policy)
- It may be appropriate to issue a CPN. This can be considered at any time but will be instigated if, following sanctions or being added to the Exercise with Caution Register, the individual persists with unacceptable behaviour.
- This will only be used when we believe that other avenues have been exhausted.

7. Consideration of applying for an injunction.

An injunction is a court order which if granted can impose restrictions on an individual, limiting their contact with the Council. Any application for an injunction will only be requested where all other actions have been considered and implemented or in the most extreme cases.

An injunction can only be sought once legal advice had been obtained and will require supporting evidence to present to the court to show why and an injunction is reasonable in each case.

Introduction and Scope

City of Lincoln Council are committed to dealing with all our customers and interactions to a high standard, including the handling of complaints. As part of this service, the Council does not normally limit the contact that customers have with its Officers and Members. However, a small minority of customers may act in an unacceptable way while dealing with us, and while there may be a number of reasons for such behaviour to reveal itself, we will take all reasonable steps to ensure that staff, Elected Members and partners are supported when they feel they have been subject to acts which make them feel threatened or mistreated. We will ensure that they are protected from foreseeable risks associated with their work activities and people with whom they come into contact.

As an employer, the Council has a legal duty in relation to the Health and Safety at Work act “to ensure, so far as reasonably practicable, the health, safety, and welfare of workers. This includes protecting them from work-related violence.”

This policy seeks to detail:

- What the Council considers to be unacceptable customer actions.
- How staff are supported to raise concerns with their manager about customer actions.
- How customer actions will be categorised to ensure an appropriate level of response.
- The responses available and how customers will be informed that their actions have been considered unacceptable.

This policy will be used along with other appropriate control measures (such as CCTV, a safe working environment, effective security, lone worker devices and appropriate training and our powers under the Anti-Social Crime and Policing Act 2014) to protect colleagues from work-related violence and distress.

This policy does not cover the behaviour or conduct of staff or Elected Members; these will be dealt with under existing Human Resource procedures and Elected Member Standards.

Stakeholders

In terms of key contacts for the management of this policy, the expertise and professional knowledge of the following officers may be involved in determining the final decision in respect of actions taken.

- The Customer Services Manager
- Human Resources Manager
- Corporate Health and Safety Adviser
- Tenancy Services Manager
- Housing Solutions Manager
- Housing Maintenance Manager
- PPASB
- Legal Services

Other appropriate Managers & colleagues have been consulted in the development of this policy and will be asked to join discussions about individual cases when appropriate.

This policy seeks to benefit all colleagues & elected Members of City of Lincoln Council as well as partners & contractors who work with our customers on our behalf. These include but are not limited to: · LiNK – the Revenues and Benefits partnership; Lincoln Job Centre+; Citizens Advice Lincoln and Lindsey and Lincoln Voluntary Centre Services. Any information shared as a result of this policy will be in line with existing data sharing agreements.

Roles and Responsibilities

Senior Management Team

- To support the Unacceptable Customer Actions Policy and ensure sufficient resources are allocated to facilitate its effective implementation.
- To receive information about incidents occurring within their service.
- To satisfy themselves that incidents have been investigated and appropriate measures have been implemented.

Line Managers, Supervisors and Team Leaders

Line Managers and Supervisors are responsible for ensuring that everyone they are responsible for (including partners, contractors, temporary staff, visitors, and agency staff)

- Knows how to report and record unacceptable customer actions.
- Understands the definitions and scope of the Unacceptable Customer Actions Policy
- Provide support, in conjunction with HR where appropriate, to the affected colleague.
- Investigate reports of unacceptable actions

Staff

Staff who experience unacceptable customer actions must discuss the issue with their line manager or supervisor and:

- Report it using the Council's electronic form found on the Hub (Intranet).
- Cooperate fully in the investigation process and, if required to do so, provide written statements to enforcing officers such as the Police or ASB Team.

Corporate Health and Safety

Corporate Health and Safety are responsible for:

- Supporting investigations into offensive incidents.
- Updating the Exercise with Caution Register and ensuring the contents are relevant, reviewed and communicated.
- Supporting and assisting line managers regarding risk assessment of tasks and locations following an offensive incident.
- Providing the Corporate Management Team with information about incidents through Quarterly Reports.
- Notifying Managers, Members and Partners of any updates to the Exercise with Caution Register

Defining Unacceptable Actions

For the purposes of this policy, a customer is any individual that staff may interact with because of their work who is not an employee or Elected Member of the Council or any of its partners. The customer may be accessing a Council service either in an individual or business capacity.

Customers may act out of character in times of trouble or distress and there may have been upsetting or distressing circumstances leading up to a customer contacting the Council. The Council does not view actions as unacceptable just because a customer is forceful or determined, however, the actions of customers who are unpleasant or disagreeable, demanding or unreasonably persistent, and/or, aggressive or threatening may result in unacceptable actions towards Council colleagues that will fall under this policy.

For the purposes of this policy the Council defines unacceptable actions under three specific headings, which reflects a scale of the severity of the behaviour:

Category 1 Actions: Aggressive language, tone, or body language.

This may include, but is not limited to:

- The use of a raised voice or shouting directed at the colleague.
- Name calling towards a colleague (that is not linked to a protected characteristic)
- passive aggressive behaviour, for example in an attempt to be derisory or belittle a colleague and/or their actions.

Further details are in Appendix 2

Category 2: Persistent & Unreasonable behaviour.

This may include but is not limited to:

- Requests for excessive amounts of information.
- Repeated requests for level of service or types of service that are beyond the Council's capacity to deliver.
- Continual and/or repeated phone calls, letters, emails or visits to the Council.

Further details are in Appendix 2

Category 3: Offensive incidents

This may include (but not be limited to)

- Name calling or verbal assault towards a colleague that is linked to a protected characteristic.
- Verbal threats towards Council colleagues, Members or Council property – even if the customer does not act on the threat.
- Verbal threats towards other individuals or organisations even if the customer does not act on the threat.
- Physical assaults to colleagues or Members
- Intentional physical damage to Council property

Further details in Appendix 2

Any staff or Elected Member that suffers stress, distress or fear due to the actions or behaviour of a customer should report the issue so that a decision can be taken as to whether they are unacceptable actions, in line with this policy's definitions. At the point that behaviour is taking place, they have the right to end the transaction, in a professional way and then report the matter immediately to their line manager,

regardless of how 'severe' the interaction may or may not have been. Through this reporting mechanism, the Council will have the opportunity to:

- Have an overall view of the level of unacceptable actions and behaviour being experienced by its colleagues, regardless of the level of severity.
- Take an appropriate level of action (as defined by this policy) in respect of the perpetrator.
- Identify repeated unacceptable actions that may have taken place over a period of time across multiple departments.
- Support colleagues and empower them to deliver their roles in a safe working environment, free from abuse and threat.

Process followed in cases of Unreasonable Customer Actions

If any member of staff is subject to actions or communication from a customer that caused stress, distress, or fear, the first and most crucial step is to take action to end the interaction in a professional and safe way.

Step 1 - Ending interactions where the customer is acting in an unreasonable way.

We do not deal with contact from a customer where staff feel that the customer is being abusive, shouting, swearing, threatening, or making derogatory personal comments directly to the staff member or about other staff.

When this happens, colleagues are empowered to advise the customer that they consider the customer's actions to be unacceptable, explain exactly what they consider unacceptable and ask them to stop. If this is happening over the telephone, the colleague has the right to end the telephone call if the customer does not change their behaviour after the colleague has made it clear that they consider it unacceptable.

An incident report (see step 2) should be completed without delay.

In cases where it is considered that a criminal offence has been committed (e.g., assault on staff or criminal damage), where assault is threatened, or where the complainant refuses repeated requests to leave the authority's premises, the Police must be called without delay.

Step 2 –Completing an Incident Report

After an incident staff should use the 'Report Unacceptable Behaviour' form found on the Reporting section of the Hub to log it. This should be done regardless of how 'serious' the individual may feel the incident was or whether they have all the customer's details; the added purpose of this process is to start to collate overall numbers of incidents over a period, regardless of severity.

This will start the process to allow for the appropriate action to be taken and formally notify the line manager that an incident has taken place. The details will be assessed by the manager, discussed with the staff member affected, and they will classify whether they consider the incident to be Blue, Amber or Red.

It is also essential at this point that if the colleague is distressed by the incident that they are offered support by their supervisor or manager. If staff feel unable to

continue working – even for a brief time, their line manager should ensure that they take an appropriate break.

As a result of the completion of the report, the appropriate action will be decided by the line manager or the line manager with advice from the Corporate Health and Safety team or other appropriate colleagues.

Step 3 – Processing the incident.

All reported incidents will be managed internally by following the Unacceptable Behaviour Procedures (Revised July 2023) which sets out in detail how each category of incident is handled.

Review

We will not keep information recorded on the Exercise with Caution Register for any longer than is detailed in the Council's retention policy.

Corporate health and Safety is responsible for conducting annual reviews of all customers registered on the Exercise with Caution Register to ensure the information remains relevant and appropriate.

Relevant Legislation - Glossary

General Data Protection Regulations (GDPR)

The General Data Protection Regulation and Data Protection Act 2018 requires that data protection principles be followed in the handling and storing of personal and special category (sensitive) data.

These are the data that must: -

- Be processed lawfully, fairly, and transparently
- Be obtained for a specified, explicit and legitimate purpose
- Be adequate, relevant, and limited to what is necessary
- Be accurate and, where necessary, kept up to date
- Not be kept for longer than is necessary
- Have appropriate security measures in place.

Further information on how customer data will be processed in relation to this policy can be found in Appendix 1 – Unacceptable Behaviour Privacy Notice.

Health and Safety Legislation

The Health and Safety at Work Act 1974 places duties and responsibilities on organisations to ensure the health, safety and welfare of their employees and others including, but not limited to visitors, contractors, partner agencies and Elected Members as far as is reasonably practicable. This includes protecting them from work-related violence. The arrangements for ensuring health and safety includes providing safe systems, a safe place of work, providing information, instruction and supervision and suitable arrangements for employee's welfare.

The Management of Health and Safety Regulations

The Regulations require that a suitable and sufficient assessment of risks arising out of, or in connection with a work activity be assessed. The Council has a range of generic job-based risk-assessments, which will, on the whole satisfy this requirement. It is the responsibility of managers to ensure that risk assessments are appropriate to the work activities of their team members. If the generic job risk assessments are not suitable line managers should arrange to conduct a job or activity specific risk assessment.

The Human Rights Act

This Act requires the Council not to act in a manner, which contravenes a person's human rights except 'in the interest of national security, public safety, or the economic wellbeing of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others.' Any such action must be clearly justifiable, and records kept demonstrating the need for action.

Protection from Harassment Act

Harassment is a term used to describe unwanted and unwarranted behaviour, which affects the dignity of an individual or a group of individuals and relates to causing harm or distress. Harassment can include repeated attempts to impose unwanted attention, communications and contact upon a victim in a manner that could be expected to cause distress or fear

The Equality Act 2010 (including Worker Protection (Amendment of Equality Act 2010) Act 2023)

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. The 2023 amendment highlights an employers' duty to prevent sexual harassment of employees, defined as unwanted conduct of a sexual nature. It also places a duty on public authorities known as the Public Sector Equality Duty to ensure that they do not discriminate in how they make decisions, provide services and implement policies.

Anti-Social Behaviour Crime and Policy Act 2014

This act gives local authorities the power to tackle and address anti-social behaviour. It allows the local authorities to issue Community Protection Notices, take out anti-social behaviour injunctions, apply for Criminal Behaviour orders and make Public Space Protection Orders.

Appendix 2 Our Definition of Unacceptable Customer Actions

Category 1 - Aggressive language, tone or body language

- Using a raised voice or shouting directed at staff,
- Repeated use of expletives
- Using inappropriate language on social media – both by direct message and in response to posts made by the Council
- Name calling towards a colleague (that is not linked to a protected characteristic)
- Passive aggressive behaviour, for example in an attempt to be derisory or belittle a colleague and/or their actions.
- Seeking to coerce, intimidate or threaten staff or other people involved, whether by use of language, tone of voice or behaviour including body language.

Category 2 - Persistent & unreasonable behaviour

In a minority of cases people may pursue their service requests or complaints in a way that is unreasonable. This can impede how the Council handles the interaction and also have a negative impact on the Council's capacity to deal with other customers due to the unreasonable demand on resources.

Some customers may have justified reasons for their complaint or interaction but may pursue them in inappropriate ways. Others may pursue complaints which appear to have no substance, or which have already been investigated and determined.

Their contacts with council staff may be amicable but still place heavy demands on staff time, or they may be emotionally charged and distressing for all involved. Examples of unreasonable demands include, but are not limited to:

- Requests for excessive amounts of information
- Repeated requests for levels of service or types of service that are beyond the Council's capacity to deliver.
- Making repeated approaches in a 'piecemeal' way, which could have been presented as a singular request.
- Demanding responses within an unreasonable timescale
- Insisting on seeing or speaking to a particular person
- Continual phone calls, letters, emails, or visits
- Repeatedly changing the subject of the contact or raising unrelated concerns
- Electronically recording meetings, telephone calls and conversations without the prior knowledge and consent of the other persons involved.
- Further demands relating to a specific issue where the Corporate Complaints Policy has already been followed.

The definition of Unreasonable Demands will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the complainant.

We consider demands as unacceptable and unreasonable if they start to impact substantially on the work of the Council, such as taking up excessive amounts of staff time to the disadvantage of other customers or functions.

Where the customer has submitted a request under the Freedom of Information Act, the Data Protection Act or the Environmental Regulations that raises concerns, advice should be sought from the council's Data Protection Officer, who will be responsible for deciding if any request is unreasonable.

Examples of unreasonable persistence include but is not limited to:

- Persistent refusal to accept a decision made without following the designated route to challenge it.
- Persistent refusal to accept explanations as to what the Council can and cannot do.
- Repeatedly making contact about the same issue
- Continuing to pursue a matter without providing new information.
- Further demands relating to a specific issue where the corporate Customer Complaint Policy has already been followed.

The Council considers the actions of customers who may be considered persistent to be unacceptable when they take up what is regarded as being a disproportionate amount of time and resources. Unreasonable and/or persistent behaviour can relate to any service interaction. It can also occur when a customer is pursuing a complaint formally through the Customer Complaints Policy process.

Examples of unreasonable and/or persistent behaviour when pursuing a formal complaint includes, but is not limited to:

- Refusal to specify the grounds of a complaint, despite offers of assistance from Council staff.
- Refusal to co-operate with the complaint's investigation process or insistence on the complaint being dealt with in ways which are incompatible with the Corporate Complaints Policy (Note that we will carefully consider whether the request is a reasonable adjustment to accommodate the needs of the customer due to protected characteristics)
- Making what appear to be groundless complaints about colleagues dealing with the complaints or attempting to use the complaints procedure to pursue a personal quarrel against a colleague or team.
- Making unnecessarily excessive demands on the time and resources of Council staff whilst a complaint is being looked into.
- Changing the basis of the complaint as the investigation proceeds and/or denying statements made at an earlier stage.
- Raising at a late stage in the process, significant new information which was in their possession when the complaint was submitted.
- Introducing trivial or irrelevant new information or raising large numbers of detailed but unimportant questions and insisting they are all fully answered.
- Lodging numbers of complaints/requests for information in batches over a period of time, resulting in related complaints being at different stages of a

complaints procedure.

- Refusal to accept that issues are not within the remit of a complaints procedure or demanding outcomes which the complaints procedure cannot in itself provide such as that overturning of court decisions, dismissal or criminal prosecution of staff or decisions of the Local Government and Social Care Ombudsman or the Housing Ombudsman Service.
- Submitting repeat complaints essentially about the same issue, which have already been addressed under the Council's complaints procedure.
- Persistence in contacting the Council and demanding responses or action long after the Council has closed the enquiry/investigation into a complaint and all rights of review and appeal have been exhausted.

Category 3 - Offensive incidents

Violence is not restricted to acts of aggression that may result in physical harm. It also includes behaviour or language (whether oral or written) that may cause staff to feel afraid, threatened, or abused.

Harassment may also include unwanted conduct related to a relevant protected characteristic. Examples of behaviours grouped under this heading include:

- Threats
- Physical violence
- Personal verbal abuse
- Derogatory remarks and rudeness, including reference to staff appearance.
- Threats against the council as an organisation and its property

We also consider that inflammatory statements and unsubstantiated allegations such as referring to staff as 'stupid' or 'liars' is abusive behaviour.

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Appendix 3

Unacceptable Behaviour Privacy Notice

Our Commitment to Your Privacy

As part of our commitment to protecting your information, we have updated our Privacy Notices to explain how we collect, store and handle your personal data.

We have always been careful to protect your information, but this is part of our ongoing commitment to be transparent about how we use your information and keep it safe. This will also give you more clarity over how your information is being managed.

Through our revised privacy notice, we have addressed the new standards introduced by the European data protection law, known as the General Data Protection Regulation (GDPR) and the Data Protection Act 2018.

How we use your data

City of Lincoln Council is what is known as the 'controller' of the data you provide to us and is registered with the Information Commissioner's Office.

Under our Unreasonable Customer Actions Policy, we retain certain information. This means we will process and hold your personal data because you have been in contact with the Council and your actions have been considered unacceptable whilst undertaking the interaction. We will take all reasonable steps to ensure colleagues, elected Members and partners are supported when they feel they have been subject to unacceptable customer actions and, when that behaviour is at its most extreme, are protected from foreseeable risks associated with their work activities and people with whom they come into contact.

We are keeping a record of your behaviour for the purpose of protecting our colleagues, elected Members and partners and by reducing incidents of unacceptable behaviour, ensuring you receive the best possible service from us, and managing contact you have with us, if necessary. However, no such data shall be recorded unless it is necessary to protect the health, safety and welfare of the Council's colleagues, partners, elected Members, contractors or other third parties.

What information do we collect?

We may collect and process the following personal information:

- Your name and contact details (which may include your postal address, email address and telephone number)
- Reason for contacting the Council.
- Recordings of your telephone calls to us, as calls to our contact centre are recorded for training and monitoring purposes, so we can ensure we are delivering a good service and also it allows us to manage the contact with us, if necessary
- Visual images
- Sound recordings
- Records of your behaviour
- Notes about any relevant circumstances that you have told us about

- We may also process additional information, which may contain special category (sensitive) personal data, for example, health information, particularly if this is relevant regarding the interactions you may have with us
- We may also store further information, for example, offences (including alleged offences), criminal proceedings and outcomes.

Why we can collect your data

The lawful basis under the GDPR that we rely on for processing your personal information is:

GDPR Article 6(1)(e) – Performance of a task in the public interest (which allows us to process personal data when this is necessary to perform our public tasks carried out in the public interest).

GDPR Article 9(2)(g) – this is processed for reasons of substantial public in order to comply with UK legislation and where it is necessary for us to fulfil our legal obligations and regulatory requirements. This also relates to our public task and the safeguarding of your fundamental rights (Data Protection Act Schedule 1 Part 2 Substantial Public Interest Conditions: Paragraph 6, which relates to statutory and government purposes).

How we collect your data

The information we hold will have been provided by you during telephone calls, emails or online enquiry forms, face to face conversations, social media or when we communicate with you. We may also hold information provided by other Council departments through relevant systems (where this is relevant).

Telephone calls made to the Council, and subsequently transferred, are recorded. Recording contact centre telephone calls allows us to have access to a verbal record of information in the event of a subsequent complaint and enables us to review the behaviour.

When we'll share your data

Sometimes we have a legal duty to provide personal information to other organisations or if there is a good reason that is more important than protecting your privacy. For example, we may share your information with other Council Departments and the Police Authority for the prevention and detection of crime, for example. If we are concerned about an individual's mental health, or if an individual's behaviour is dangerous or has potential to impact on other organisations.

It may be necessary for us to share the data we hold about you in relation to your actions when dealing with our staff, with the following organisations and partners.

- Lincolnshire Police
- NHS/Clinical Commissioning Groups
- District Councils in Lincolnshire and Lincolnshire County Council
- Job Centre Plus and other DWP staff based in City Hall
- Citizen's Advice
- Voluntary Services

We may also share information about you and your behaviour within the organisation in order to ensure we are able to manage your contact as effectively as possible.

In addition, canvassing staff will be provided with information via Democratic Services about details contained on the Register to ensure they are informed and protected from foreseeable risks associated with the people with whom they come into contact.

Only the Corporate Health and Safety Team shall enter or delete entries on the Exercise with Caution Register. Only those colleagues who are likely to encounter a potentially violent individual, through visits or meetings for example, shall have access to the Register.

We do not sell your personal information to anyone and will never share your information for marketing purposes.

Know your Rights.

You have many rights regarding your personal data, which include seeing what personal information we hold about you. In addition, you can ask us to correct inaccuracies, object to the Council processing your data and restrict the personal information we hold. Where possible we will seek to comply with your request, but we may be required to continue to hold and process information to comply with a legal requirement. In those instances, we will explain why it is appropriate for us to continue processing your personal data.

If you want to contact us with regards to your rights, please contact dpo@lincoln.gov.uk

How We Keep Your Information Secure and How Long We Keep it.

The information we collect is recorded and stored on our secure system. We will keep your information for up to 6 years, after which it will be securely deleted. This will allow us to monitor the numbers of unacceptable incidents that are taking place and to allow monitoring of any future related incidents regarding an individual.

Where to get Advice or Make a Complaint.

If you have any concerns or questions, or would like to make a complaint, regarding data protection matters, please contact our Data Protection Officer at dpo@lincoln.gov.uk or by calling 01522 881188

For independent advice and/or to make a complaint about data protection, privacy and data sharing issues, you can contact the Information Commissioner's Office (ICO) at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire SK9 5AF.
Tel: 0303 123 1113 (local rate) or 01625 545 745

Alternatively, visit ico.org.uk or email icocasework@ico.org.uk

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SUBJECT: WORK PROGRAMME - 2024/25

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: ALI HEWSON, SENIOR DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

- 1.1 To present Members with the draft work programme for 2024/25 (Appendix A).

2. Background

- 2.1 The draft work programme for 2024/25 has been agreed by the Chair and Vice/Chair of Housing Scrutiny Sub Committee and the Chair of Lincoln Tenant's Panel.
- 2.2 This work programme can be further populated in accordance with Housing Scrutiny Sub Committees requests for topics of discussion and areas of preferred scrutiny. It will be used as a working document and can be added to or amended at members discretion at any time during the 2024/25 Municipal Year.
- 2.3 The work programme includes those areas for scrutiny linked to the strategic priorities of the Council and themed housing matters, to ensure that the work of this committee is relevant and proportionate.

3. Recommendation

- 3.1 That Members note the content of the work programme for 2024/25.

Is this a key decision

No

Do the Exempt Information Categories Apply

No

Does Rule 15 of the Scrutiny Procedure Rules(call-in and urgency)apply??

No

How many appendices does the report contain?

1

List of Background Papers:

None

Lead Officer:

Ali Hewson, Senior Democratic Services
Officer

Alison.hewson@lincoln.gov.uk

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Housing Scrutiny Sub Committee Work Programme – Timetable for 2024/25

12 June 2024

CANCELLED

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Update	Mick Barber, Chair LTP	Regular report by MB
Quarter 4 (2023/24) – Performance Report	Michelle Hoyles	Regular Report
Quarter 4 (2023/24) Housing Finance Report	Laura Shipley/Adam Oxley	Regular Report
Policy Updates (TBC)	TBC	Reports as Required
Work Programme 2024/25	Ali Hewson	Regular Report

8 August 2024 – Core Landlord Services

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Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Update	Mick Barber, Chair of LTP	Reserved time for LTP topics
Quarter 4 (2023/24) – Performance Report	Michelle Hoyles	Regular Report
Tenant Satisfaction Measures Report	Michelle Hoyles & Denise Raine (Acuity)	Regular Report
Quarter 4 (2023/24) Housing Finance Report	Laura Shipley/Adam Oxley	Regular Report
Income Management and Arrears Policy	Marianne Upton	Policy review
Pets Policy	Marianne Upton	New policy
Neighbourhood Management Policy	Marianne Upton	New policy
Tenancy Services Structure Update	Marianne Upton	Update
Building Compliance Report	Martin Kerrigan	Compliance report
Work Programme 2024/25	Paula Burton	Regular Report

5 September 2024 – Core Landlord Services/Additional Housing

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Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Update	Mick Barber, Chair of LTP	Reserved time for LTP topics
Voids Cleansing - Cost Recovery	LTP	Mick Barber, Chair LTP
Quarter 1 (2024/25) – Performance Report inc ASB update	Michelle Hoyles	Regular Report ASB at request of LTP/Members
Quarter 1 (2024/25) Housing Finance Report	Laura Shipley/Adam Oxley	Regular Report
Housing Management Structure Updates	Paula Burton	Update
Downsizing Policy and Update	Marianne Upton	New policy
Briefing on Right to Buy and Section 106 Funds	Andrea Ripley	Requested by HSSC
Work Programme 2024/25	Paula Burton	Regular Report

Updated July 2024

31 October 2024 – Core Landlord Services/Estate Regeneration

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Update	Mick Barber, Chair of LTP	Reserved time for LTP topics
Reasons for performance down turn and targets being missed”, “action plans and activity to redress”	Jo Crookes, Customer Services Manager	Requested by members: HSSC 5 September 2024
Tenant Satisfaction Measures – Quarter 2 Performance	Michelle Hoyles	Regular Report
Anti-Social Behaviour Update	Marianne Upton/Ben Jackson	Update
Unacceptable Customer Actions Policy	Emily Holmes/Jo Crookes	New
Remedies Policy	Emily Holmes/Jo Crookes	New
Estate Inspections	Marianne Upton	Regular report
Estate Regeneration Investment Programme	Marianne Upton/Kevin Bowring	HRABP
Housing Management Structure Update	Paula Burton	Requested HSSC 5 Sept 2024 Verbal Update
Work Programme 2024/25	Paula Burton	Regular Report

25 November 2024 – Core Landlord Services

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Update	Mick Barber, Chair of LTP	Reserved time for LTP topics
Quarter 2 (2024/25) Performance Update inc ASB update	Michelle Hoyles	Regular Report ASB at request of LTP/Members
Quarter 2 (2024/25) Housing Finance Report	Laura Shipley/Adam Oxley	Regular Report
Acquisitions Strategy	Andrea Ripley	New Strategy
Disposals Strategy	Andrea Ripley	New Strategy
Work Programme 2024/25	Paula Burton	Regular Report

6 February 2025 – Core Landlord Services/Decarbonisation

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Review Update Report	Mick Barber, Chair of LTP	Reserved time for LTP topics
Building Compliance 6 monthly update (3 of 6 Key Areas)	Martin Kerrigan	HSSC – 8 August 2024
Tenancy Agreement Update	Marianne Upton	Policy report
Rent Increase Update	Jordan Allmond	Regular report
Work Programme 2024/25	Paula Burton	Regular Report

Updated July 2024

17 March 2025

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Matters	Mick Barber, LTP	Regular Update
Quarter 3 (2024/25) – Performance Report-Inc ASB	Yvonne Fox	Regular Report Quarterly ASB at request of LTP/Members
Quarter 3 (2024/25) Housing Finance Report	Laura Shipley/Adam Oxley	New Regular Quarterly Report
Setting of Performance Targets 2025/26	Daren Turner	Annual Review
Policy Updates (TBC)	TBC	Reports as Required
Report from PH Cllr Nannestad to Performance Scrutiny Committee	Cllr Nannestad	Annual Report
Work Programme 2025/26	Paula Burton	Regular Report

Other Agenda topics to be scheduled into 2024/25 as appropriate.

- Complaints
- Lincoln Standard

Topics Covered by All Member Briefings

- Allocations Policy Review Paula Burton Date TBC
- Tenancy Agreement -Marianne Upton Date TBC
- Caretaking Review - Marianne Upton, Amy Larder Date TBC

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