

Nottingham City Council

Landlord Strategy

2026-2029

**How the Council fulfils its duties as a
social landlord**

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Executive Summary

Welcome to the Nottingham City Council Housing Services Landlord Strategy.

The Landlord Strategy is designed to be an overarching statement of how the Council will deliver its landlord service over the coming years. By 'landlord service' we mean the management and maintenance of the Council's social rented homes and the many services associated with it.

The strategy is a critical document for Housing Services and the wider Council in demonstrating its understanding of the standards which providers of social housing need to meet in order to be an effective landlord. At the heart of all the recent legislation and regulation is the need to deliver a housing service which:

- Keeps residents in social housing safe, and feeling safe, in their homes
- Maintains its homes to a high standard
- Makes sure that residents are fully involved in decisions about their homes and can scrutinise and challenge their landlord's performance
- Treats residents with respect
- Understands the diverse needs of the residents it serves
- Maintains neighbourhoods which are clean, safe and pleasant places to live
- Has in place the support to help residents sustain their tenancies.

These requirements are articulated via the Regulator of Social Housing's Consumer Standards. The Landlord Strategy therefore takes its lead from the Consumer Standards and focuses on the specific requirements of each standard and how Housing Services will meet them through its structures and approach to delivery. It also sets out how it will meet other essential requirements such as how complaints are handled, resolved and learned from.

The Landlord Strategy has been developed within the context of a fundamental improvement programme within Housing Services. It is believed that by getting right the essential requirements of a good landlord service as set out by the Regulator the Council will achieve a much-improved rating and significantly raise resident satisfaction.

Part One:

Introduction

What is the Landlord Strategy?

The Landlord Strategy is the Council's plan for how it will manage its social housing stock over the coming years. It has two overall objectives, although they are clearly interlinked. They are:

- 1 To deliver a high-quality service which meets the needs and expectations of the tenants who rent a social home from the Council and the leaseholders who receive services from it.**
- 2 To meet the requirements of the Regulator of Social Housing, whose job it is to make sure that social landlords are managing their homes effectively.**

The 'landlord service' which is the focus of this strategy comprises the core social housing functions of:

- Estate, neighbourhood, and tenancy management
- Repairs, maintenance and physical improvements
- Voids management
- Rent collection and debt recovery
- Allocations and lettings
- Tenancy sustainment and support
- Tenant involvement
- Leaseholder management

These functions need to form a cohesive overall service to tenants and leaseholders and not operate in silos. Likewise, there are clear relationships with other parts of the Housing Services division such as Housing Solutions (which delivers the Council's statutory homelessness duties), and the wider Council. This Strategy aims to provide a seamless service delivery from the Council to its tenants and leaseholders.

The key document which sets out the expectations of the Regulator in terms of the management of social rented homes is the Consumer Standards. The Landlord Strategy sets out how the Council will deliver its housing management services in order to fully meet the requirements of the Consumer Standards. In addition to the Consumer Standards there are a number of other key regulatory requirements which are either in force or will come into force within the life of the strategy. The

Council's compliance with these is embedded within the strategy. Meeting the Regulator's standards is the key to meeting tenants' needs and achieving high levels of tenant satisfaction – the ultimate indicator of success.

The Landlord Strategy will be the overarching plan for the Council's landlord service. Beneath it there will be more detailed, regularly monitored and performance-managed, annually reviewed service plans for each of the key areas of the business.

Background

From 2005 the Council's social housing and leasehold residential property was managed by Nottingham City Homes, an Arm's Length Management Organisation (ALMO). Following a review of this arrangement it was decided to bring the management and maintenance of the homes back under the direct control of the Council. This process was completed in 2023.

An inspection of the Council's landlord service by the Regulator in late 2024 graded the service as 'C3'¹, which means that it found serious failings in the landlord delivering the outcomes of the consumer standards, and that significant improvement was needed.

In response to the inspection result the Council has developed a comprehensive Improvement Plan addressing all of the areas of the service requiring improvement. The Landlord Strategy is therefore closely linked to the actions within the Improvement Plan. Given the priority of the areas of the service in need of improvement, actions arising from the Improvement Plan are highlighted throughout the strategy.

Significant progress has been made in delivering the required improvements and in May 2026 the Council was assessed for regrading by the Regulator (result pending.)

Wider Council Context

The landlord service sits within the wider Housing Services division, which is part of the Council's Growth and City Development directorate. It is therefore governed by the Council's overall strategic policy framework and its culture of service delivery and improvement.

¹ Following an inspection there are four judgements about a landlord's performance in the Consumer Standards that the Regulator of Social Housing can make. These are:

C1: the landlord is delivering the outcomes of the consumer standards. The landlord has demonstrated that it identifies when issues occur and puts plans in place to remedy and minimise recurrence.

C2: there are some weaknesses in the landlord delivering the outcomes of the consumer standards and improvement is needed.

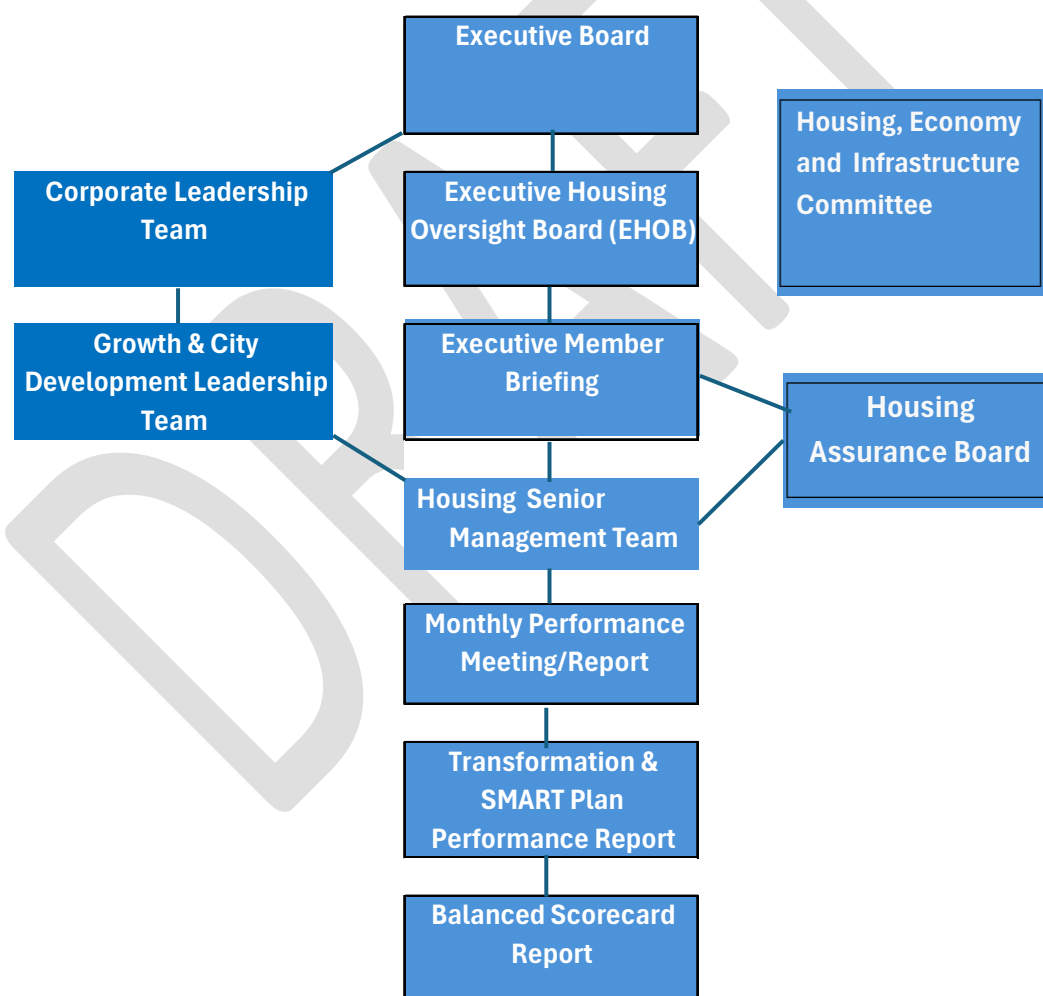
C3: there are serious failings in the landlord delivering the outcomes of the consumer standards and significant improvement is needed.

C4: there are very serious failings in the landlord delivering the outcomes of the consumer standards. The landlord must make fundamental changes so that improved outcomes are delivered.

The delivery of the landlord service, while being essentially defined by the requirements of the social housing regulatory framework, will clearly also be shaped by the Council's strategic direction. The overarching framework for this is the [improvement plan](#) and programme which the Council is embarked on following the appointment of commissioners by the government to oversee the stabilisation of the Council's financial position and the delivery of effective governance.

The [Council Plan 2025-2029](#) is the highest plan of the Council, and sets out its priorities for the coming years. Within the core mission of Delivering for Local People, it has a priority of *providing safe, affordable housing*. The Landlord Strategy clearly supports this priority but also reflects the ethos of the other two core missions of the plan, *A Renewed Council* and *Leading Nottingham Forward* in the way in which it will be delivered. Decision-making and scrutiny of the landlord service takes place via the following structure:

Fig1: The decision making and scrutiny structure



Local strategic housing context

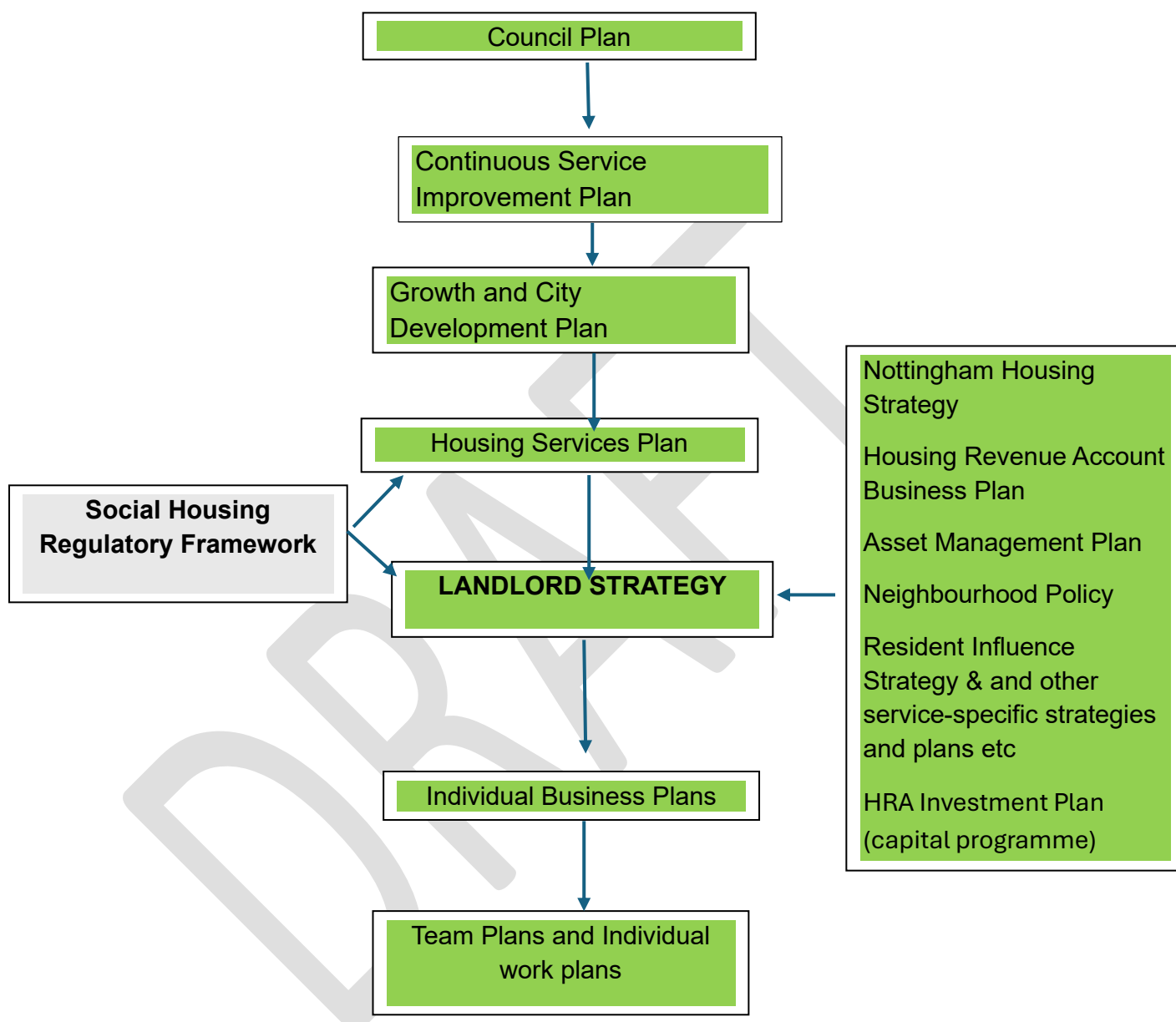
The wider local context for the Landlord Strategy is provided by the City's current housing strategy, [Homes Fit for the Future](#). The key housing strategy priority influencing this strategy is *Improving neighbourhoods, homes, and services for our tenants*. However, sections within the housing strategy on sustainability and energy efficiency and delivering more social homes for rent also link to the Landlord Strategy.

The strategic housing landscape is dominated by the under-supply of social housing to meet growing need. Nottingham is no different to anywhere else in the country. The stock is reducing as the construction of new homes is unable to keep up with losses via the Right to Buy. The scarcity of council housing has a significant influence on this strategy, particularly compliance with the Tenancy Standard. In the longer term, the Housing Revenue Account Business Plan provides the basis for the resourcing of a sustainable social housing stock into the future.

Strategy and Plan Hierarchy

The overall 'fit' of the Landlord Strategy is shown in this diagram:

Fig 2: Hierarchy of plans and strategies



How the Strategy will be used

The Landlord Strategy, in conjunction with the Improvement Plan, will be the key tool by which the Housing Services Directorate delivers and reviews the landlord service to achieve tenant satisfaction and compliance with the Consumer Standards and other regulatory requirements.

Although initially planned to have a life of four years, the strategy will be reviewed annually and refreshed according to changing circumstances. It will be the focal point which drives and brings together the service plans, team plans and individual

work plans which translate into the delivery of housing services to tenants on a daily basis. It will also inform budget planning and investment.

The ultimate aim will be to deliver a service which achieves top quartile performance in tenant satisfaction and ultimately working towards a C1 inspection rating.

This Strategy gives tenants, leaseholders, residents and partners an overview of the direction of the Council's landlord service and its ambitions in terms of service provision and quality.

A note on leaseholders

This strategy takes the Consumer Standards as its main cue. However, the Consumer Standards are silent on the approach to leaseholders, so there is very little guidance or stated expectations around the delivery of services to this group, aside from statutory provisions. The Council believes that leaseholders are entitled to the same high-quality services as tenants, and therefore this strategy extends to leaseholders in its scope and the delivery of its actions.

Note: The terms 'Housing Services' and 'The Council' are used interchangeably throughout this strategy.

Part Two:

About the service and the residents it serves

The Council's housing stock

As at May 2025, the Council managed 24,561 homes, comprising:

- 13,499 houses
- 6,589 flats and bedsits
- 1,960 bungalows
- 422 maisonettes
- 1,958 retirement living properties

The stock is very varied in age and construction type, including traditional estates built between the 1920s and 1970s, high rise flats dating from the 1960s, retirement living schemes for older people, bungalows usually allocated to applicants with disabilities, and recent schemes built on brownfield or cleared sites in the last 15 years or so.

More detail on these homes can be found in Appendix One.

Tenants

The tenants who live in the Council's homes are from a diverse range of backgrounds and age groups. Approximately 60% are female, about 60% are aged between 35 and 64 years old, 36% are from minority ethnic backgrounds, and 14% are disabled. 60% of the Council's tenants are in receipt of Universal Credit and receive support to pay their rent, indicating that a very high proportion of tenants are on low incomes.

More details of the profile of our tenants can be found in Appendix Two.

Leaseholders

There are 1521 homes, mostly flats sold via the Right to Buy where the Council is the freeholder and the occupants are leaseholders of the Council. The Council has the responsibility for the maintenance of communal areas where leaseholders' flats are located, for which they pay an annual service charge. It also retains certain repairing and improvement obligations, for which leaseholders are liable for a contribution. In this way, leaseholders are clearly customers of the landlord service and their needs and expectations must be considered alongside those of tenants.

Organisation

The Housing Services division comprises seven service areas, each led by an Assistant Director reporting to the Strategic Director of Housing Services. The

landlord service, ie. the business which manages the Council's housing stock and its tenancies comprises five of these. They are, with their key activities:

Assets: Stock investment, planned work, sustainability, new development, damp/mould, and disrepair

Maintenance: Responsive and cyclical repairs, void repairs, mechanical and electrical works, disabled adaptations

Tenancy and Neighbourhoods: Estate and neighbourhood management/safety, and tenancy management

Tenancy Services: Allocations and housing register, income collection, supported housing, tenancy sustainment

Compliance: Building safety, assurance, technical services

All of the above are supported by the Head of Customer Experience, whose functions comprise the Customer Service Centre, where all tenant requests are handled, customer relations, and complaints handling.

The other major area providing services to tenants is tenant engagement and involvement, which comes under the Assistant Director for Strategy. The other Assistant Director within Housing Services is the Assistant Director, Housing Solutions, who has responsibility for the discharge of the Council's homelessness duties.

A structure chart can be found in Appendix Four.

In all, just under 1000 people are employed by the Council to deliver the landlord service.

Services which support the Landlord Service

As well as tenant engagement and involvement, the Assistant Director for Strategy also has responsibility for performance monitoring and reporting and policy development.

A number of services within the Council which sit outside the Housing Services directorate provide essential support to the delivery of the landlord service. These include financial management/control, legal support, human resources, communications, information technology and grounds maintenance.

Cost of the service and how it is resourced

The overall annual cost of delivering the landlord service is £134.1m. This breaks down approximately as follows:

Tenancy and estate management £21.922m

Responsive repairs, cyclical maintenance and voids £44.539m

Other services, costs and contribution to capital £67.623m

The cost of the service is met from the ring-fenced Housing Revenue Account, which is made up of rental and service charge income from tenants with some

tenants getting, housing benefit, and the housing element of Universal Credit to pay their rents and service charges.

Part Three:

The legislative and regulatory framework

Social housing in England has a robust regulatory framework which has evolved over a number of years but has been significantly strengthened over the last nine years, largely in response to the Grenfell Tower disaster in 2017. Broader building safety legislation, which has been overhauled since Grenfell, has also been rigorously applied to the sector.

This strategy is based firmly on the requirements of this framework. It is important to emphasise that the regulatory context is not solely concerned with the physical safety and compliance of social housing; it has tenants' overall satisfaction with their homes and their experience of being a tenant at its heart.

The following is a summary of the key legislation and regulation (some of which is still in the process of implementation) governing social housing and thereby forming the basis of this strategy:

Fire Safety Act 2021

This legislation was introduced in response to the Grenfell Tower Fire, strengthening existing regulations about fire safety in multi-occupied buildings, particularly around walls and structure and introduced the role of Responsible Person, ie a person responsible for making sure that all necessary fire risk assessments and actions in a building are carried out.

Building Safety Act 2022

This major legislation was brought forward following the recommendations of the 2018 review of fire safety and building regulations led by Dame Judith Hackitt after Grenfell. The intention of the Act is to help people feel and be safer in their homes and it changes the way buildings are designed, constructed, and managed. The new roles of Building Safety Regulator and Accountable Person(s) were created. The Building Safety Act is of particular importance (although not exclusively) to safety within high rise blocks of flats. The Council has twelve high rise blocks within its stock.

Awaab's Law

The Hazards in Social Housing (Prescribed Requirements) (England) Regulations 2025, known as 'Awaab's Law', require landlords to address hazards like damp and mould within specific timeframes. The specific requirements relating to damp, mould and condensation came into force in October 2025. Other specific hazards such as excess cold and excess heat, risk of falls, structural collapse, and explosions, and fire and electrical faults will be included in the requirements at a later date.

Social Housing Regulation Act 2023

This Act strengthens the powers of the Regulator of Social Housing (see below) and includes requiring Performance Improvement Plans from landlords and issuing financial penalties for non-compliance. The Act provides for a proactive consumer regulatory regime with new consumer standards, refinement of the economic regulatory regime, powers of inspection and accountability, and the power to intervene to rectify serious regulatory breaches.

The Regulator of Social Housing

The Regulator of Social Housing is the body charged with making sure that all social housing providers, both local authorities and housing associations, deliver safe, good quality homes and effective services to their tenants. It does this by setting and enforcing standards that landlords must meet. Its overall aim is to promote a strong, sustainable and well-governed social housing sector.

The Consumer Standards

The key set of standards with which landlords must comply is the Consumer Standards. The Consumer Standards are the principal tool used by the Regulator when carrying out inspections of landlords, and as such is the essential basis for the delivery of landlord services.

Following extensive consultation with tenants and landlords the Consumer Standards were revised in 2024, and are:

- The safety and quality standard
- The transparency, influence and accountability standard
- The neighbourhood and community standard
- The tenancy standard

The standards, and what they require of landlords, are explained in Part Four of the strategy.

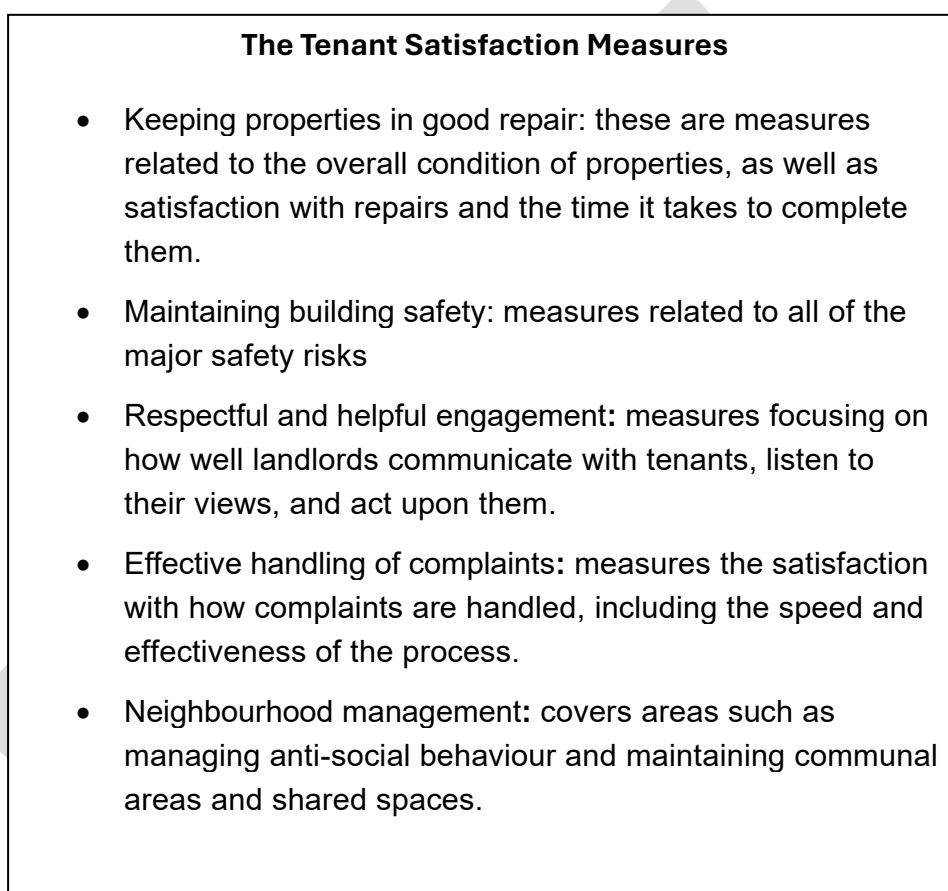
Tenant Satisfaction Measures (TSM)

Probably the most important way of assessing the effectiveness of a service is the satisfaction of the customers receiving it. In view of this in 2021 the Regulator consulted widely across the sector and stakeholders, including tenants, to devise a

set of satisfaction measures that all landlords would henceforward be required to report on. These came into force in April 2023. These form the principal way in which success in delivery of this strategy (and thereby the landlord service) is measured.

There are 22 nationally applied TSMs including one for overall satisfaction with the landlord service (see appendix three). In summary they are designed, through a mixture of perception-based and directly measured management indicators, to measure tenant satisfaction within the areas below:

Figure 3: The Regulator of Housing's tenant satisfaction measures



Over the last few years significant progress has been made by the Council in TSM performance. Overall satisfaction with the housing service is at 62% (Quarter 2 2025/26), compared to 59% in 2024-25; satisfaction that homes are well-maintained stood at 67% at the same time compared to 64% in 2024-25.

There are also some other key performance indicators which the service measures alongside the TSMs.

The Rent Standard

The Regulator's Rent Standard is a further key piece of regulation which impacts on the landlord service, as it sets out requirements regarding rent-setting, and therefore determines the revenue available to deliver the service. Crucially, the Rent Standard sets the limit on how much landlords can increase rent annually. In

recent times the maximum increase that landlords could impose has been Consumer Price Index (as at September) plus 1%. This cap has been agreed by government for the next 10 years, giving certainty to landlords about their income in the coming years and their ability to plan.

Requirements due to come into force at the time of writing

In addition to the above, a number of other requirements which will have a significant impact on the services of social landlords are due to come into force during the life of this strategy. These are:

- *The Competence and Conduct Standard*: In order to bring greater professionalism to the sector, the government is introducing a new regulatory standard relating to the competence and conduct of social housing staff. This standard will require senior managers and executives to have, or be working towards, a relevant qualification. It will make sure that staff have up-to-date skills, knowledge and experience, and that they exhibit the right behaviours to deliver a high quality, professional service and treat residents with respect. The standard is due to come into force in October 2026.
- *Social Tenants Access to Information Requirements* will require landlords to proactively publish information about the management of their homes from October 2026. Landlords will then be expected to provide tenants with access to information on request from April 2027. However, because local authorities are already subject to the Freedom of Information regime, the Council will not be required to implement this part of STAIRs.
- *Local Government Outcomes Framework*: In July 2025 the government issued a letter to all local authorities setting out a new framework of key outcomes to be monitored and reported on in their areas. The key housing outcome is “Everyone has access to a decent, safe, secure, and affordable home”, one of the metrics for which will be the proportion of social homes meeting the decent homes standard. A less directly related outcome, but one which is still highly relevant for local authority landlords is “People feel safe and included in their local community and are satisfied with their local area as a place to live”.

All of the above once implemented will play a major role in the approach that the Council takes to the management of its homes and the standards it is expected to achieve.

Housing Ombudsman and Complaint Handling Code

The way in which complaints are handled by social landlords is of critical importance to both tenants and landlords. Tenants need to know that their complaints are being taken seriously and properly addressed. Landlords should use complaints as indicators of where there are shortcomings in their services which need improvement. As such, the complaints handling system is an integral part of the landlord service.

The Housing Ombudsman

The Housing Ombudsman serves the same purpose as the Local Government Ombudsman, but specifically for housing. Its role is to investigate unresolved complaints or disputes which have exhausted the landlord's process and make adjudications as to whether the landlord has properly followed its procedures. It will issue orders if necessary and set out learning from the complaint. The Housing Ombudsman was given an enhanced role within the Social Housing Regulation Act, which granted it new powers to issue wider orders and address systemic issues within social housing. These powers allow the Ombudsman to go beyond individual complaints and recommend or order landlords to evaluate policies or processes, promoting fairness and protection for tenants.

The Housing Ombudsman's Complaints Handling Code

The Housing Ombudsman's Complaints Handling Code is a set of standards that social landlords must follow when handling complaints from residents. It aims to ensure complaints are handled fairly, efficiently, and effectively, ultimately leading to improved services and a positive complaint-handling culture. The Code became statutory on April 1, 2024, meaning it is a legal requirement for landlords to adhere to its guidelines.

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Part Four:

Meeting the Consumer Standards

To deliver a high-quality landlord service that meets tenants' needs and expectations, the Council must fully understand the requirements of the Consumer Standards and have in place the necessary management and accountability structures, skills, knowledge and resources to deliver them.

This section sets out the principal requirements of each of the Consumer Standards, who is accountable for them within Housing Services, the Council's approach, and the metrics by which performance will be measured.

The Regulator has set out required outcomes and specific expectations for each of the standards within a [Code of Practice](#). By adhering to this guidance and meeting these requirements and expectations, social landlords can demonstrate that they are delivering high quality services to their tenants.

It is not the purpose of this strategy to set out all of the actions which the Council will carry out in order to achieve the standards. The approach to these might vary from year to year; therefore, more detailed actions flowing from the requirements will be set out in annually reviewed service plans.

The activities relating to the standards which the Regulator found to be unsatisfactory, and therefore part of the Improvement Plan are **shown in red** throughout this section.

Safe and good quality homes to live in: The Safety and Quality Standard

This standard is firstly about making sure that all the homes which the Council manages are safe and free of potential hazards. This is in terms of the gas and electrical installations, asbestos, lift maintenance, the water supply, and risk from fire and carbon monoxide.

The bottom line is that homes are as safe as possible and that tenants feel safe in their home. The 'quality' element is about homes being comfortable, warm, secure, in good repair and with modern facilities such as the kitchen and bathroom. The standard also seeks to make sure that communal and shared areas around tenants' homes are clean and pleasant. It also requires landlords to make sure that tenants with disabilities can have their home adapted to suit their needs.

What does this require of the Council as a landlord?

- To provide safe and well-maintained homes, and to carry out regular assessments that it is doing so
- To support the above, having up to date information on the condition of all the homes it manages via stock condition surveys, and keeping accurate records and data about its homes
- Using data to inform investment in the stock in a timely and cost-effective manner
- Complying with the Decent Home Standard and maintaining DHS through having a planned investment and maintenance programme
- Making sure all its homes are free from Category 1 hazards within the Housing and Health Safety Rating System (HHSRS) – this will include full compliance with Awaab's Law
- Implementing all measures and carrying out all necessary safety checks to meet the requirements of building safety regulations both within tenants' homes and in communal areas
- Using data in order to deliver assurance and carry out risk assessments and eliminating or mitigating identified risks.
- Delivering an effective, timely and good quality responsive repairs service
- Ensuring the repairs service is flexible to meet the specific needs of tenants, and is co-ordinated to deliver a 'right first time' approach to repairs
- A robust and cost-effective approach to preventative and cyclical maintenance
- Providing advice on adaptations, installing adaptations where required and making sure that adapted homes are allocated appropriately.

The Council's approach

The responsibilities associated with the Safety and Quality Standard are spread across the Assistant Directors for Assets, Maintenance, and Compliance.

The safety of tenants in and around their homes is the highest priority of the Council's landlord service. The key elements of risk assessment and safety management and meeting all of the legislative and regulatory requirements are delivered via a dedicated Building Safety Team, implementing a [Building Safety Compliance Policy](#). Resident involvement is a crucial part of keeping homes safe, and to this end the Council has developed, in partnership with residents a [Resident Engagement in Building Safety Strategy](#).

Delivery of the 'quality' part of the standard is both reactive and proactive. Given the importance of repairs as a priority for tenants the Responsive Repairs service has its own set of [service standards](#) in order to meet the expectations of tenants. Planned work and improvements are delivered by a Planned Work and Investment Team which includes compliance with the Decent Home Standard and work to improve energy efficiency and sustainability within the home. Good quality in empty homes for re-letting is maintained through a [Your New Home Standard](#).

Underpinning all of the above is the need for high quality stock condition information. This was highlighted as a weakness in the 2024 inspection, and there are a number of actions within the Improvement Plan to address this, including a full stock condition survey of all homes.

Accountability and delivery

Activity/responsibility	Accountable Assistant Director	Delivered by (team/service)
Stock quality/condition assessment and information	Assets	Stock Investment Team
Decent Homes	Assets	Planned and Investment Team Energy Team
Health and Safety	Compliance (principally); Assets (part)	Building Safety Team
Responsive repairs	Maintenance	Repairs Team
Mechanical and other maintenance	Maintenance	Technical Services
Planned maintenance	Maintenance	Planned Maintenance
Adaptations	Maintenance	Adaptations

Performance

The Tenant Satisfaction Measures relating to the Safety and Quality Standard are:

- Satisfaction with repairs done in the last 12 months
- Satisfaction with the time taken to complete the most recent repair
- Satisfaction that the home is well maintained
- Satisfaction that the home is safe
- Homes that do not meet the Decent Homes Standard
- Repairs completed within target timescale
- Gas safety checks
- Fire safety checks

- Asbestos safety checks
- Water safety checks
- Lift safety checks

There are also local key performance indicators (KPIs) relating to rent loss through voids and the average time taken to relet void properties.

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Tenants having a voice, being treated fairly, and able to hold their landlord to account:

The Transparency, Influence and Accountability Standard

This standard is about the relationship between a social landlord and its tenants. It seeks to make sure that tenants are treated fairly and with respect, that they are listened to and consulted on important matters which affect them and their homes, and that their complaints are dealt with effectively. It also requires that tenants are provided with key information, and it is communicated clearly, effectively and transparently how their landlord is performing. This standard, particularly as it pertains to fairness, respect and courtesy is cross-cutting and applies to virtually all parts of the service.

What does this require of the Council as a landlord?

- To treat its tenants with fairness and respect, embedding a culture of courtesy, trust and fairness across the service
- Taking account of the diversity of backgrounds, circumstances and needs amongst tenants
- **Having robust information about tenants – for example, protected characteristics and specific needs arising from these - so that it can deliver equitable outcomes,**
- Regularly assessing whether services are delivering equitable outcomes
- Having engagement mechanisms which enable tenants to express their views, be listened to, and exert influence on matters which affect them and their homes, particularly changes to services, policies or strategies
- Supporting tenants in consultation and scrutiny activities by, for example, providing venues for meetings, administrative support, funding and training.
- Providing information to tenants about services and the way in which the Council delivers them
- **Demonstrating that tenants' views have been considered when arriving at decisions**
- Communicating directly with tenants throughout the process of delivering a service, e.g. a repair
- **Producing and sharing with tenants information about how it is performing across its services as shown by the Tenant Satisfaction Measures and other Key Performance Indicators, meeting required standards, and offering opportunities for this information to be scrutinised and challenged**
- **Demonstrating that it is meeting the Regulator's requirements in respect of the TSMs so that tenants can trust the information they are being given**
- Through compliance with the Complaint Handling Code, ensuring complaints are addressed fairly, effectively, and promptly.
- Making full use of learning and data arising from complaints in order to change and improve services

The Council's approach

This standard is the embodiment of the need, enshrined in the Social Housing Regulation Act, for social landlords to transform the relationship with their tenants into one of respect and trust. To meet its requirements the landlord service needs to embed the principles of the standard across all services to create a culture of listening, responsiveness, and accountability.

As well as these principles being 'business as usual' in the delivery of the service, having the right structures in place to involve tenants, deal effectively with their complaints, and measure and report performance is critical to meeting the Transparency, Influence and Accountability Standard. The key to this is the governance arrangements which are in place to make sure that tenants have a voice, are consulted and heard, can influence, and can hold the Council to account. These are set out in more detail in Section 6.

The diversity of the Council's tenants has been noted previously. This heightens the significance of this Standard in the delivery of the service and achieving equitable outcomes. It is essential that the Council has sufficient information about its tenants to allow it to tailor services to meet specific needs, for example having essential information in different formats, or varying access arrangements for appointments. The [Code of Practice](#) has a very strong emphasis on landlords being fully aware of needs, putting in place the necessary arrangements, and monitoring outcomes to make sure its approach is effective. Housing Services holds tenant data on:

- race
- disability
- sex
- age
- religion or belief
- sexual orientation
- gender reassignment

This enables services to understand the individual needs of tenants.

The key document which sets out the Council's approach to meeting diverse needs is its [Vulnerability Policy](#).

This standard will also be supported by the new Competence and Conduct Standard, which is described in the next section. This seeks to bring greater professionalism to the social housing sector.

One of the most important elements of the Consumer Standards is the way in which complaints are dealt with. Complaints are a touchstone of how an organisation is performing, providing an outlet for those receiving services to register dissatisfaction when things go wrong, and highlighting areas of weakness in the service which need to be addressed. Dealing with complaints effectively instils trust and confidence in the service and avoids costly compensation claims further down the line.

The Council has a [complaints policy](#) which seeks to deliver full compliance with the Housing Ombudsman’s Complaints Handling Code. Its objective is to resolve complaints and disputes at the earliest opportunity, but also, via the associated complaints procedure, to make the process of making a complaint accessible, transparent and easy to follow.

The Council produces an annual [complaints report](#) informing tenants of the volume of complaints, the services receiving them, how they were resolved and, crucially, the learning from them.

Accountability and delivery

As noted above many of the responsibilities associated with the Transparency, Influence and Accountability Standard are cross-cutting and cultural and therefore apply to all service areas. Specific responsibilities are as follows:

Activity/responsibility	Accountable Assistant Director or Head of Service	Delivered by (team/service)
Having information about tenants	Head of Customer Experience	Customer Relations
Resident engagement involvement and influence	Strategy	Resident Involvement
Performance measurement and reporting of performance and outcomes	Strategy	Performance team
Complaints Handling in compliance with the Ombudsman’s Complaints Handling Code	Head of Customer Experience	Customer Relations

Performance

The Tenant Satisfaction Measures relating to the Transparency, Influence and Accountability Standard are:

- Satisfaction that the landlord listens to tenant views and acts on them
- Satisfaction that the landlord keeps tenants informed about things that matter to them
- Agreement that the landlord treats tenants fairly and with respect
- Satisfaction with the landlord’s approach to handling of complaints
- Complaints relative to the size of the landlord
- Complaints responded to within Complaint Handling Code timescales

Well- maintained, pleasant, safe neighbourhoods and thriving communities where people enjoy living: The Neighbourhood and Community Standard

This standard is concerned with the quality of the neighbourhoods where tenants of social homes live. In its landlord role the Council has considerable responsibility for the cleanliness, safety and attractiveness of not just the estates it manages, but also the neighbourhoods in which they are located. It also has an important role to play in making sure that the communities within those neighbourhoods are ones in which people want to live and have a strong sense of community. This means working in partnership with tenants and a range of other services and agencies who are active in the neighbourhood.

The bottom line is that tenants feel that their neighbourhood is safe, a good place to live, and that they are confident that anti-social behaviour (ASB) will be dealt with robustly. The Standard also requires landlords to have a comprehensive approach to dealing with domestic abuse.

What does this require of the Council as a landlord?

- To work with tenants, other landlords and other relevant organisations to ensure that shared spaces (i.e. areas around homes that are not the responsibility of the landlord) are safe, clean and pleasant
- To promote social, environmental and economic wellbeing in the areas in which it manages homes
- To deter and deal with ASB and hate incidents in the area in which it operates
- To have robust policies and reporting mechanisms for ASB and hate incidents, and to communicate these to tenants
- To support tenants who are experiencing domestic abuse, providing assistance to the wider local authority and its partners to meet duties set out in the Domestic Abuse Act 2021
- To make sure its workforce is fully equipped to deal with domestic abuse within its homes, particularly in terms of awareness, ability to identify abuse, knowledge of services to refer to and the specific needs of tenants experiencing abuse.

The Council's approach

Within Housing Services, the core business of effective estate management is delivered by the Tenancy and Estate Management service with its team of Housing Patch Managers, Housing Officers and Estate Management Assistants based in five Council service centres across the city. Aside from the main function of dealing with tenancy matters, there is a strong partnership element to the role in working with services within the Council such as Grounds Maintenance to make sure the green spaces on estates are well maintained,

Community Protection in respect of antisocial behaviour, and social care when working with vulnerable tenants.

Outside the Council, strong relationships with, for example, the police, the fire service and local community organisations have been built to form a comprehensive approach to making neighbourhoods safe and pleasant places to live. All Housing Services staff are expected to take an 'Eyes Wide Open' approach: reporting issues they come across in neighbourhoods while carrying out their duties, even if their duties do not directly relate to managing our estates.

The [Neighbourhood Policy](#) sets out how the Council approaches the management of the estates and other areas it manages. The Council is also developing a 'Good Neighbourhood Management' policy (working title), setting out, for example, how the service will manage incidents that do not meet the ASB definition.

The Council has significant housing duties under the provisions of the Domestic Abuse Act 2021. The Act places a duty on local authorities in England to provide accommodation-based support to victims of domestic abuse and their children in refuges and other safe accommodation. As a local authority the Council must carry out an assessment of accommodation needs for survivors of domestic abuse and having regard to the assessment develop and publish a [Safe Accommodation Strategy](#). As a landlord, the Council must have a domestic abuse policy setting out how it tackles issues surrounding domestic abuse, working with other agencies as appropriate; Housing Services' [policy](#) was refreshed in 2025. Housing Services is also working towards achieving Domestic Abuse Housing Alliance (DAHA) accreditation.

To improve poor-quality physical environments in communal areas and on Housing Revenue Account land on estates the Council has a Decent Neighbourhoods programme of environmental works, developed in consultation with tenants and local councillors, which can dramatically improve the quality of a neighbourhood.

Accountability and delivery

Activity/responsibility	Accountable Assistant Director	Delivered by (team/service)
Safety and cleanliness of shared spaces	Tenancy and Neighbourhoods	Tenancy and Estate Management (TEM) Estate & Caretaking Service
	Assets	Technical Services
	Strategy	Tenant Involvement

Local co-operation: promoting social, environmental and economic wellbeing	Tenancy and Neighbourhoods Assets Tenancy Services	TEM Decent Neighbourhoods Team Rents, Tenancy Sustainment
Antisocial behaviour and hate incidents	Tenancy and Neighbourhoods	TEM Safer Neighbourhoods
Domestic Abuse	Tenancy and Neighbourhoods Tenancy Services	TEM Safer Neighbourhoods Temporary Accommodation Team

Performance

The Tenant Satisfaction Measures relating to the Neighbourhood and Community Standard are:

- Satisfaction that the landlord keeps communal areas clean and well-maintained
- Satisfaction that the landlord makes a positive contribution to neighbourhoods
- Satisfaction with the landlord's approach to handling anti-social behaviour (Measured by a Tenant Perception Survey - TPS)
- Anti-social behaviour cases relative to the size of the landlord

Fair allocation of homes, tenancy sustainment, and making the best use of stock:

The Tenancy Standard

The Tenancy Standard seeks to make sure that landlords allocate their homes fairly and efficiently, and that tenants, particularly those with vulnerabilities, receive the necessary support to sustain their tenancy. It also sets out expectations in respect of the types of tenancy offered, tackling tenancy fraud, and mutual exchanges. An underpinning principle of the Tenancy Standard is that landlords make the best use of their stock, while meeting the diverse needs of tenants.

What does this require of the Council as a landlord?

- Having a fair and effective allocations policy and system which takes local needs into account (NB local authority landlords must comply with Part VI of the Housing Act 1996 and subsequent amendments, regulations and guidance)
- Having fair and effective transfer policies, where possible, to enable tenants to move to another property when their circumstances change
- Preventing and tackling tenancy fraud
- Addressing under-occupation by having policies and schemes to help tenants downsize and free up homes for larger households
- Having a fair, simple and accessible appeals procedure for allocations decisions
- Recording all lettings via the Continuous Recording of Lettings (CORE) system
- Having clear, lawful terms of occupation (i.e. a tenancy agreement), and communicating the respective responsibilities of the landlord and the tenant
- Providing services to help tenants to sustain their tenancy, prevent evictions where possible and avoid homelessness
- Fulfilling the requirements of the Localism Act 2011 in terms of tenancy types and succession rights
- Providing all the necessary advice, support and administration to tenants who wish to pursue a mutual exchange

The Council's Approach

The Tenancy Standard essentially breaks down into three key elements: meeting specific requirements around allocations and tenure; making the best and most efficient use of stock; and sustaining tenancies and meeting individual tenant needs. This is how the Council approaches each of these:

Allocations and tenure

In accordance with legislative and regulatory requirements, the Council develops and implements an allocations policy which is fair and considers local needs and priorities, keeping these under regular review. It regularly reviews its tenancy agreement to make sure it is meeting both national requirements and addressing

local issues. In line with the Localism Act it has a [tenancy policy](#) which sets out the types of tenancy it offers. The emphasis within Nottingham's tenancy policy is on security and stability for tenants so long as they abide by the terms of their tenancy agreement.

Making best use of stock

- The allocations policy is designed to support efficient stock management through awarding priority to those seeking to downsize. The release of larger accommodation can help to ease overcrowding.
- The Council delivers services, initiatives and housing options designed to help tenants downsize and live in more manageable accommodation. This includes Retirement Living (see below) and [The Housing to Health](#) scheme.
- NCCHS has a Tenancy Fraud team which seeks to prevent, identify and tackle the misuse of Council properties, making sure that only those granted a tenancy or licence are residing in its homes
- Mutual exchanges can be an efficient way to help tenants find more suitable accommodation, and the Tenancy and Estate Management service supports tenants to complete exchanges within the regulatory provisions.

Sustaining tenancies, preventing evictions and meeting tenants' needs

The Council's approach is to make sure that tenants can remain in their tenancies for as long as they choose to and live in their homes comfortably and safely according to their needs. This encompasses a range of services:

- A Tenancy Sustainment team which supports tenant who might have particular difficulties in sustaining their tenancy or might have financial difficulties
- Retirement Living schemes which provide safe supportive communities for older residents in which additional housing management support is provided to ensure that tenants can sustain and maximise independence.
- Technology-enabled care solutions via Nottingham On Call to help vulnerable people to maximise their independence and seek assistance in case of an emergency. The technology provided is based on individual circumstance and need and can include equipment that measures daily living routines which can provide early identification that needs are changing
- An adaptations service which works with occupational therapists to make homes suitable for tenants with disabilities

Accountability and delivery

Activity/responsibility	Accountable Assistant Director	Delivered by (team/service)
Allocations and lettings, CORE reporting	Tenancy Services	Lettings and Housing Options

Tenancy fraud	Tenancy and Neighbourhoods	Safer Neighbourhood Team
Under occupation and overcrowding	Tenancy Services	Lettings and Housing Options
Tenancy types, tenancy conditions, and tenancy management	Tenancy and Neighbourhoods	TEM
Tenancy sustainment and support	Tenancy Services	Rents Team, Tenancy Sustainment
Mutual exchange	Tenancy Services	Lettings and Housing Options

Performance

None of the 22 Tenant Satisfaction Measures are directly related to the Tenancy Standard. However, there are local key performance indicators relating to rent collection and current tenant arrears.

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Part Five:

Meeting other standards

As already mentioned, the Consumer Standards are the main set of requirements which social landlords must meet to deliver good quality homes and services. There are however other standards which at the time of writing of this strategy are either in force or are due to come into force. Again, the Council needs to fully understand the implications of these and put in place the necessary arrangements in order to meet them.

The Competence and Conduct Standard

Social housing management has traditionally been a sector which requires no formal qualifications to work within it, even at the most senior levels of a provider. This is clearly a major shortcoming when one considers the level of responsibility for the safety and wellbeing of people which managing large stocks of social housing entails.

The Social Housing Regulation Act seeks to address this by making it a requirement that senior personnel within providers of social housing hold recognised qualifications. This will require the Council to identify which managers already hold, or need to obtain within a specified time period, a relevant qualification at an appropriate level, and to support its managers to achieve the requisite qualifications.

The other key part of this standard is about how housing staff conduct themselves in the delivery of their duties. This arises from a very strong belief amongst tenants and beyond that social housing is stigmatised in wider society and that those who live within it are not treated with respect.

The overall intention of the Competence and Conduct Standard is to drive deep cultural change within the sector, bringing higher levels of professionalism within landlord services. This in turn will give tenants the confidence and reassurance they need that the staff delivering services to them are properly equipped with the knowledge, skills, experience and ethos to do so.

What does this require of the Council as a landlord?

- To have an up-to-date written policy setting out their approach to managing and developing the skills, knowledge, experience and conduct of its staff.
- To comply with the government's policy statement on Qualifications Requirements for Social Housing. This sets out the types of qualifications that managers should either hold or be working towards, and appropriate levels of qualification for different levels of seniority.
- To adopt or develop an appropriate code of conduct for its staff to make sure this is embedded within their organisation.

Accountability for compliance with the Competence and Conduct Standard will rest with the Assistant Director for Strategy. However, this is a standard for which all managers are responsible, particularly embedding the culture of respect which the Council's code of conduct requires.

Social Tenants Access to Information Requirements (STAIRs)

Another major shortcoming of social landlords in the wake of the Grenfell Tower disaster was lack of transparency, and failure to provide tenants with information about the management of their homes. The government is seeking to rectify this with a further standard, the Social Tenants Access to Information Requirements (STAIRs). The aim is to better empower tenants to hold their landlord to account and bring greater openness to their activities. There are two elements to STAIRs:

- To require landlords to publish certain information about their activities relating to the management of their social homes. This will allow tenants to routinely access information relevant to the management of their homes. The Regulator will set out the information it expects landlords to provide proactively and will include things like expenditure, names of senior managers, management structures, decisions, operational data etc
- STAIRs will also allow social housing tenants to directly request access to information related to the management of their home. However, as a local authority subject to the statutory Freedom of Information Request process, the Council will not need to implement this part of STAIRs.

What does this require of the Council as a landlord?

- Once STAIRs are fully implemented, landlords will be required to have a 'publication scheme' which states the information to be made routinely available to tenants.
- To make tenants aware of the publication scheme so that information can be easily identified and accessed by tenants.

The Housing Services directorate already provides a significant amount of information to tenants via its website and regular tenants' newsletter *Nottingham Council Housing News*. STAIRs will place more specific obligations on the Council in respect of the specific information to be published. It will do this via its Communications and Marketing function.

Self-referral

On discovering a significant breach of the Regulator's standards (particularly those concerned with safety), landlords can refer themselves to the Regulator, reporting the breach and documenting the evidence of steps taken to remedy it. This course of action is highly recommended by the Regulator as it enables action to be taken with the Regulator's support at an early stage.

Housing Services is vigilant for breaches of standards and has the mechanism in place to refer itself to the Regulator when a concern has been raised which meets the threshold for referral. It has a specific procedure outlining when self-referral is required and the process which will be followed.

Part Six:

Resident Influence and Participation framework

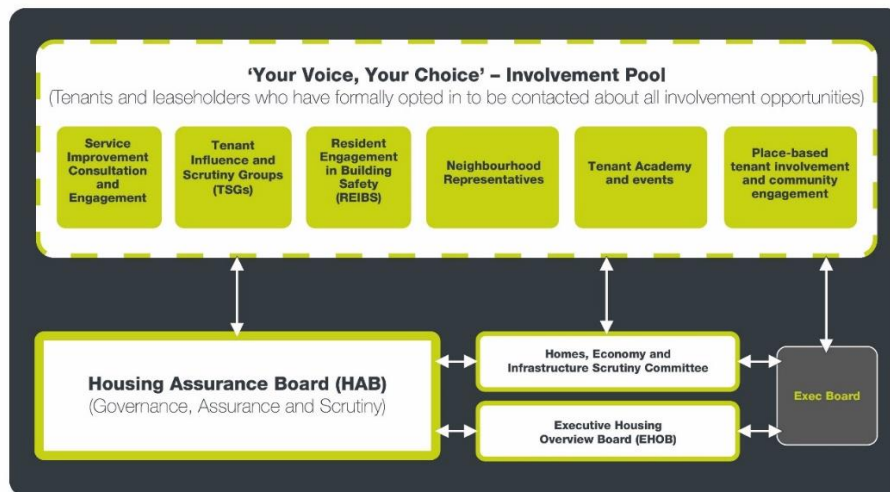
The central principle of tenant needs and views being at the heart of the Landlord Strategy has been articulated in the section on the Transparency, Influence and Accountability Standard. However, to make sure that tenant engagement and participation is effective, there needs to be a robust governance infrastructure for involvement which links into the wider Council decision-making processes.

To achieve meaningful liaison, direction, monitoring and scrutiny, a Housing Assurance Board (HAB) has been set up enabling tenants and leaseholders to engage with senior housing managers about the services they receive, influence service provision, and scrutinise performance. The HAB is involved in helping to inform strategic direction, and where appropriate engage in the development of policies and procedures which have a direct impact on tenants and residents. The Council's Executive Member for Housing and Planning attends the HAB and is the primary point of interface between the HAB and key decision makers, responsible for ensuring its recommendations and action points are conveyed to in the decision-making process right up to the City Council's Executive Board.

In addition, the reporting of performance and the views of the HAB will be reported to the Executive Housing and Oversight Board (EHOB), made up of City Councillors.

The HAB is part of a wider structure of tenant and leaseholder involvement in the Housing Services governance framework as illustrated in the diagram below:

Fig 3: NCCHS framework for tenant and leaseholder influence



This structure is part of a comprehensive, co-created [Resident Influence Strategy](#) which sets out the approach of the Council to effective engagement with tenants and leaseholders so that they can exert genuine influence. The overall approach to resident involvement comprises six broad elements:

- Consultation- asking tenants for their views on services and changes/improvements to them, and responding to those views
- Scrutiny – tenants having the opportunity to review the Council's performance in the delivery of services
- Training – equipping tenants with the skills and knowledge to scrutinise and challenge, and organise themselves to achieve their full potential
- Community development and empowerment – supporting tenants with events and activities which strengthen the community and help to shape the place they live in
- Resources- supporting tenants and tenant groups with administration services and funding to carry out engagement activities
- Learning from tenant experiences as customers, via feedback, complaints, surveys and engagement

Part Seven:

Performance

As has already been seen, the assessment and communication of how a landlord is performing is an integral part of the Transparency, Influence and Accountability Standard. The Council's approach to performance management is set out below.

Tenant Satisfaction Measures

The nationally-set Tenant Satisfaction Measures are summarised earlier in the strategy and shown in full as an appendix. They are the essential guide to how a landlord is performing across the range of services it delivers. The methodology for data collection is standardised nationally, and the annual outturns reported nationally, giving both tenants and landlords the opportunity to compare performance in relation to other landlords.

Local Performance Measures

In addition to the nationally prescribed TSMs, Housing Services has a range of local measures to assess performance across its landlord service, namely in the areas of:

- Rents
- Repairs
- Staffing
- Complaints
- Compliance (including gas/electrical safety checks)

Performance and the Consumer Standards

All the TSMs and local measures relate back to the Consumer Standards and give a guide to how well a landlord is meeting the standards. The sections on the Consumer Standards earlier in this strategy include the specific performance measures relevant to each standard.

Reporting

TSMs are reported quarterly and local performance measures monthly. All performance reports go to the Housing Assurance Board, the highest-level tenant engagement body, and is published on the Housing Services website and TSMs are reported in the quarterly *Nottingham Council Housing News*.

Service standards

It is good customer care to set out what tenants can expect from the services its landlord delivers, the approach that is taken, and how quality and tenant satisfaction will be achieved. To do this the Council is developing a new set of service standards.

The service standards will include:

- Allocations
- Anti-social behaviour
- Customer service
- Domestic abuse
- Empty homes
- Block caretaking service standard
- Retirement living service standard
- Rents
- Tenancy and Estate Management

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Part Eight:

The resources and support to deliver Housing services

Housing services are primarily delivered by frontline staff who have direct contact with tenants and carry out work or visit them in their homes. However, a high-quality landlord service needs well managed finances and a range of other support services. These services, particularly with the utilisation of information technology and innovation, can bring significant improvements to tenants' experiences.

The Housing Revenue Account (HRA)

All of the funding for landlord services comes from the Housing Revenue Account (HRA). The HRA is a statutorily ring-fenced account into which all of the rents received from tenants are paid.

HRA Business Plan

The HRA Business Plan is the key strategic document that outlines the Council's financial and operational plans for the stock over the longer term, usually 30 years. It focuses on the costs of managing and maintaining our homes, ensuring long-term financial viability, and supporting the delivery of plans to keep the stock in good condition and to carry out improvements to it. As such it is one of the most important documents supporting the delivery of the landlord service.

It is reviewed annually so that it can be refreshed in the light of major risk, changes in circumstances or plans. It includes both revenue income/expenditure and the capital investment (and associated borrowing and debt servicing) required to keep the housing stock well maintained. This is particularly important in terms of the requirements of the Safety and Quality Standard to meet the Decent Home Standard and making sure that homes are safe – which might have major cost implications. The Council's HRA Business Plan is being refreshed at the time of writing of this strategy.

HRA Asset Management Strategy

The Asset Management Plan, which is under review at the time of writing outlines the Council's strategic approach to managing its housing assets within the Housing Revenue Account (HRA) over the next four years, in alignment with the Council's Asset Management Strategy. The purpose of the plan is to demonstrate how investment activities contribute to the sustainability, efficiency, and effectiveness of housing assets, making sure they meet tenant needs and comply with regulatory requirements.

The plan encompasses all housing investment related to stock managed under the HRA. As part of the requirement for evidence-based investment, the Council is in the process of completing a comprehensive new stock condition survey by March

2026. At the time of this strategy (end of 2025) 76.7% of the stock had been surveyed.

Annual Budget Setting

The Council carries out an annual budget - setting process for the next financial year. The various services delivering the landlord service will be part of this process. In the past 10-15 years this has usually entailed a need to make savings in the light of increasing costs and a cap on annual rent increases set by the Regulator. The budget-setting process naturally has a major influence on the annual review of service plans setting out priorities and actions for the coming year. Within the financial year budget forecasting will be undertaken monthly to track expenditure.

Value for money

Tenants rightly expect the rent they pay for their homes to be spent wisely and that their landlord will be efficient in the delivery of services and avoid waste and duplication. To achieve value for money, the Council continually reviews its costs and service delivery models, seeking to deliver greater efficiency and reduce costs where possible - but not to the detriment of service delivery.

Use of Technology

The appropriate and effective use of new technology across Housing Services will bring greater efficiency and tenant satisfaction. For example, within asset management, developments such as predictive maintenance tools, artificial intelligence and smart building systems can enhance intelligence about the housing stock and inform decision-making. This has particular relevance to the Regulator's observations about the Council's stock information and the subsequent actions in the Improvement Plan.

The use of communications technology can make the repairs service much more responsive to individual customer needs. Assistive technology is being developed and used to support older, disabled or vulnerable tenants to live independently and sustain tenancies.

Support Services

A range of support services are needed in order to deliver a high-quality landlord service. These include:

Customer Service Centre, which deals handles all incoming enquiries and service requests relating to the landlord service, most notably (in terms of volumes of calls), repairs.

Communications – a vital service in view of the Consumer Standards requirements relating to information to tenants

Information Technology, supporting the information needs of the service and communication

Finance – to support the annual HRA budget of over £130m

Legal services, to make sure the Council is compliant with all legislative requirements and acts solely within the law

Grounds maintenance, maintaining communal and green spaces, trees and recreational amenities on estates and other HRA-owned land

Human resources and organisational development – providing the skilled, knowledgeable and trained workforce to deliver the service.

Some of these are delivered by other Council departments, for example grounds maintenance. In order to set out service specifications and to achieve quality assurance, efficiency, accountability and value for money for the Housing Revenue Account, a number of service level agreements are in place.

Customer Service and Experience

The Council aims to make it as easy as possible for residents to contact it in order to receive the services they need and to deliver the best possible service once contact has been made. To achieve this, the Council has adopted a Customer Charter. The Customer Charter covers all services delivered to the citizens of Nottingham, including its tenants and leaseholders. The landlord service's performance in customer service is measured through the range of Tenant Satisfaction Measures, particularly via the following measures:

- Overall satisfaction with the service provided by the landlord
- Satisfaction with the landlord's approach to handling of complaints
- Agreement that the landlord treats tenants fairly and with respect

Meeting the Competence and Conduct Standard, once fully implemented, will bring an additional imperative to make sure that tenants receive and excellent service from their landlord across all aspects of the service

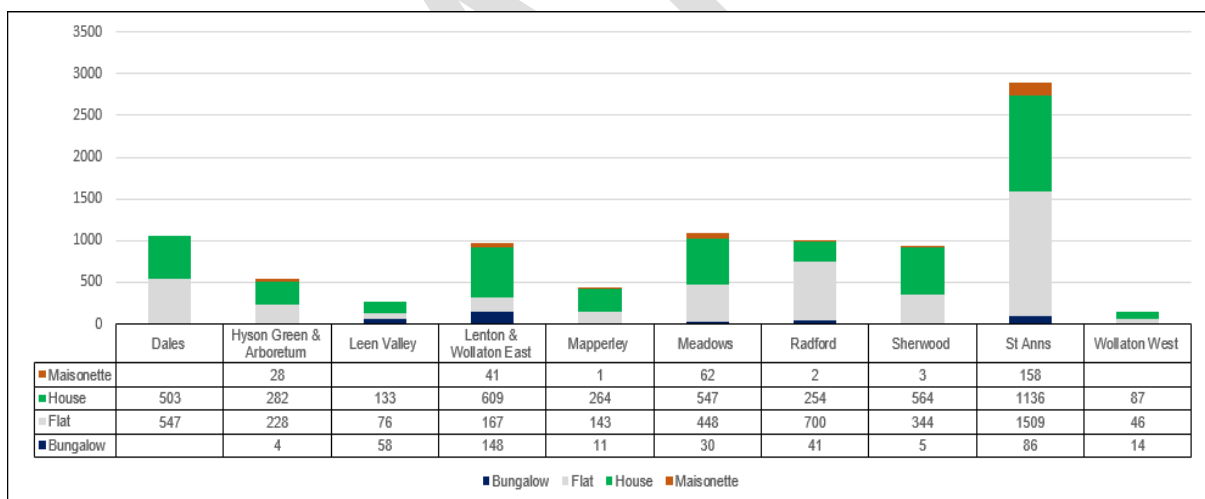
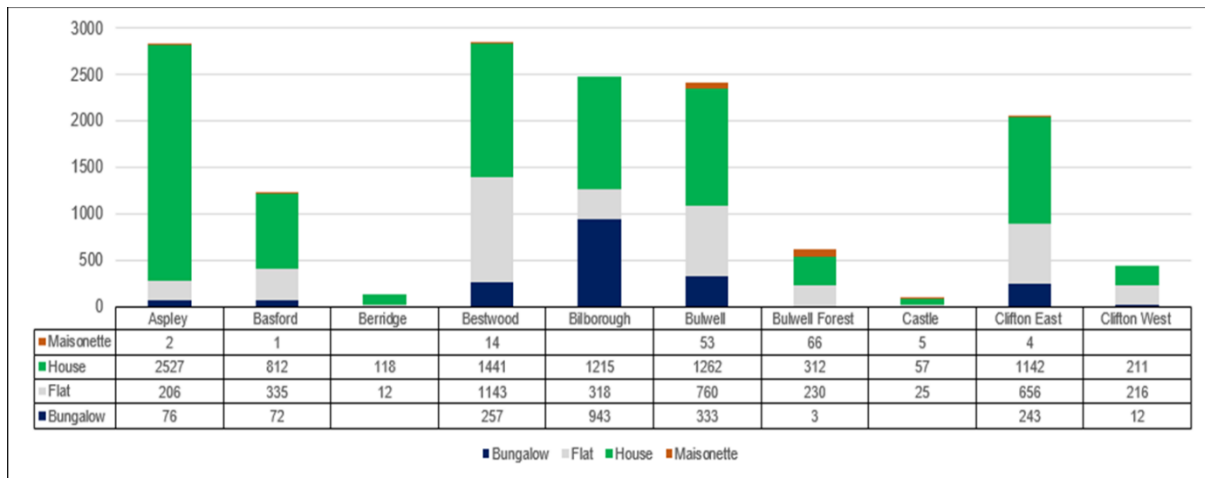
Policy Development

The landlord function encompasses a range of services and activities via which it fulfils its obligations towards tenants. The operation is significant – over 24,000 homes plus communal areas and amenities. Therefore consistency, clarity, and certainty of approach is required, as well as full legislative and regulatory compliance. The Council achieves this by developing and adopting policies for key areas of the service. There are more than 20 different policies in place or in development, which include one for each of the 'big six' safety issues, voids, pets, rent setting, to cite just a few examples.

These policies often require consultation with tenants prior to adoption, and where appropriate are submitted to the Housing Assurance Board for views and comments. All policies also require regular, cyclical review to guarantee relevance and compliance. The overall co-ordination of policy review, development, consultation and adoption is the overall responsibility of the Assistant Director for Strategy.

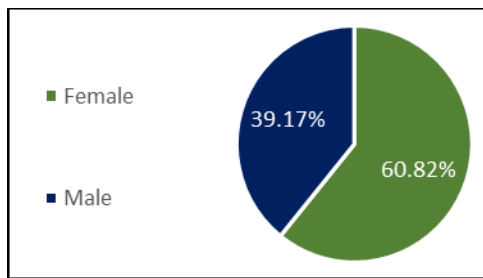
Appendices

Appendix One: Housing stock

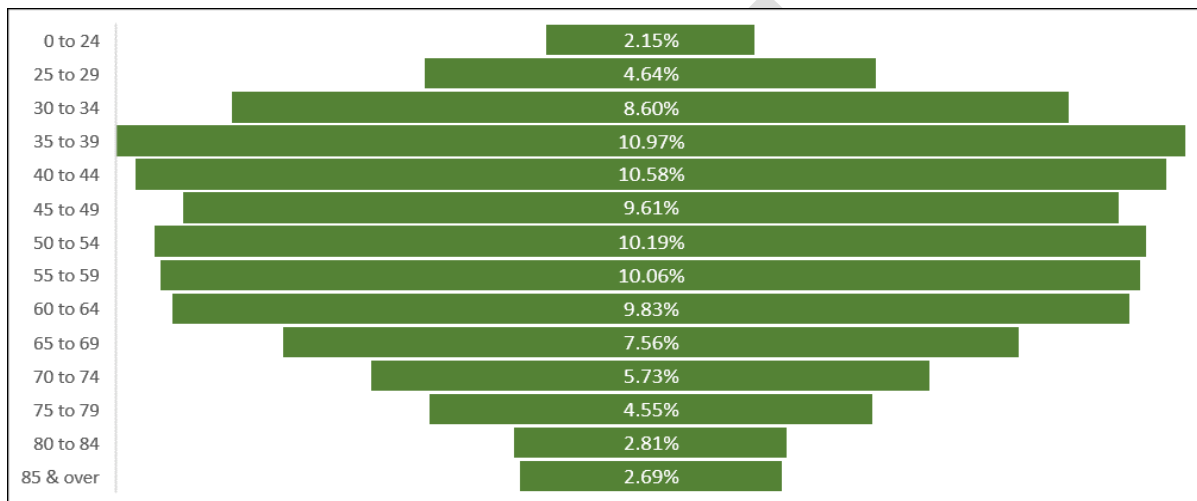


Appendix Two: Tenant Profile

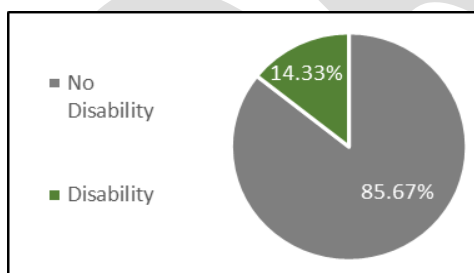
Gender



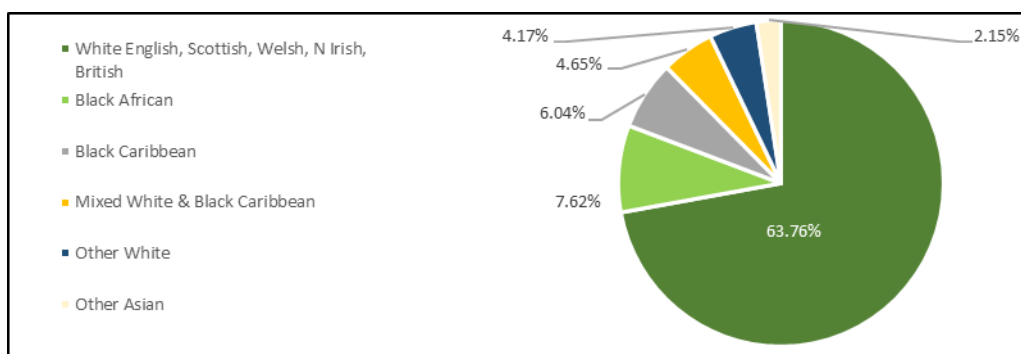
Age



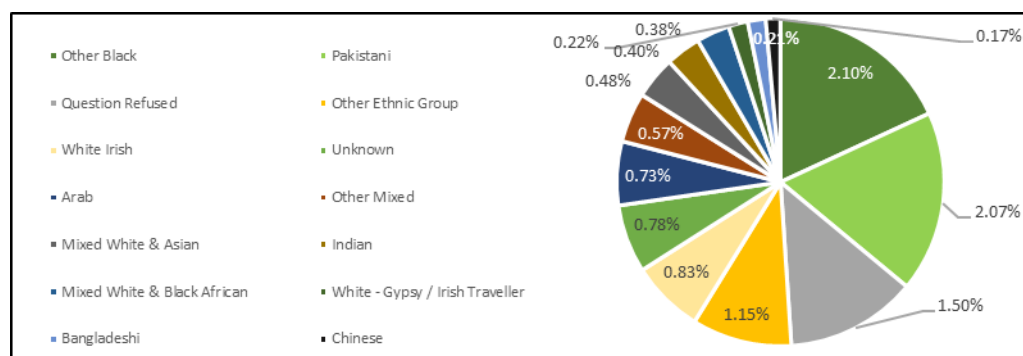
Disability



Ethnicity (main groups)



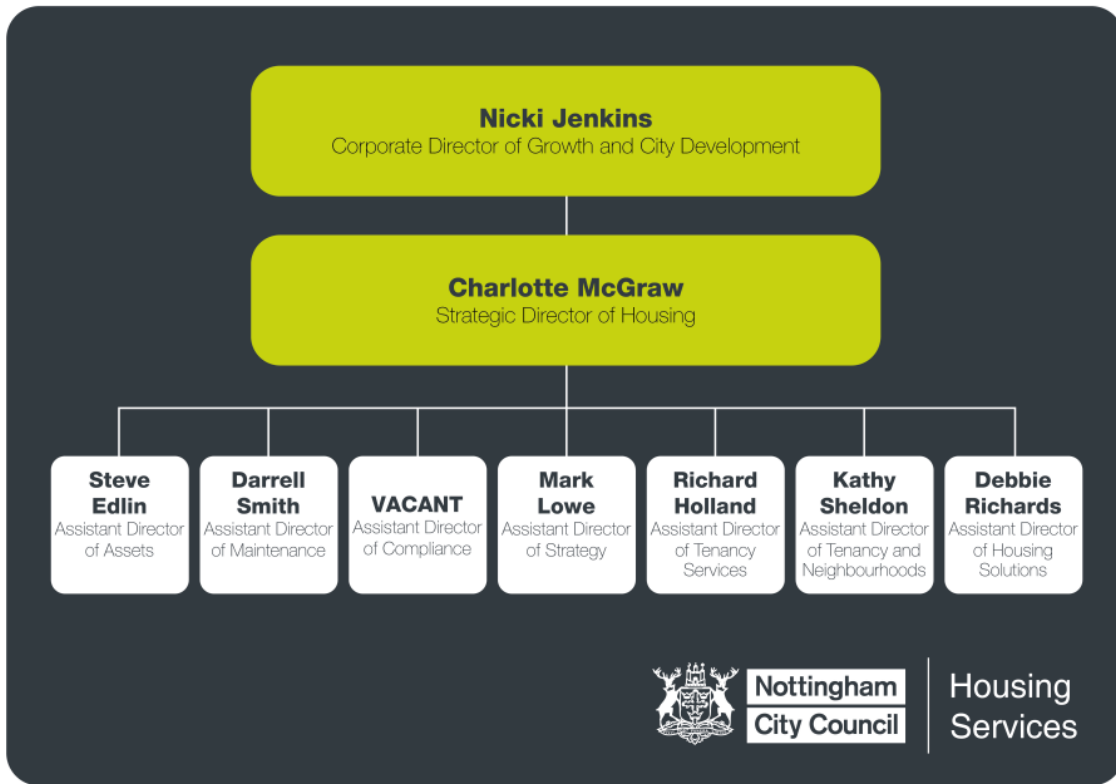
Ethnicity (other groups)



Appendix Three: Tenant Satisfaction Measures

Overall satisfaction	
1. Overall satisfaction with the service provided by the landlord (TPS)	
Keeping properties in good repair 2. Satisfaction with repairs (TPS) 3. Satisfaction with time taken to complete most recent repair (TPS) 4. Satisfaction that the home is well-maintained (TPS) 5. Homes that do not meet the Decent Homes Standard (LMI) 6. Repairs completed within target timescale (LMI)	Effective handling of complaints 16. Satisfaction with the landlord's approach to handling of complaints (TPS) 17. Complaints relative to the size of the landlord (LMI) 18. Complaints responded to within Complaint Handling Code timescales (LMI)
Maintaining building safety 7. Satisfaction that the home is safe (TPS)	Responsible neighbourhood management 19. Satisfaction that the landlord keeps communal areas clean and well-maintained (TPS) 20. Satisfaction that the landlord makes a positive contribution to neighbourhoods (TPS) 21. Satisfaction with the landlord's approach to handling anti-social behaviour (TPS) 22. Anti-social behaviour cases relative to the size of the landlord (LMI)
Safety checks 8. Gas safety checks (LMI) 9. Fire safety checks (LMI) 10. Asbestos safety checks (LMI) 11. Water safety checks (LMI) 12. Lift safety checks (LMI)	
Respectful and helpful engagement 13. Satisfaction that the landlord listens to tenant views and acts upon them (TPS) 14. Satisfaction that the landlord keeps tenants informed about things that matter to them (TPS) 15. Agreement that the landlord treats tenants fairly and with respect (TPS)	
(TPS) = measured by Tenant Perception Survey (LMI) = measured by Landlords' Management Information	

Appendix Four: Housing Services structure chart (April 2026)



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