



Council Housing

SERVICE IMPROVEMENT PLAN 2025-2028

Prepared by:	Joanne Wilkinson David Holme
Effective from	May 2025
Approved by	Joanne Wilkinson
Review date	Annual
Revision number:	1.0

(01524) 582929

councilhousing@lancaster.gov.uk



1. We invest in staff and look after their wellbeing.

ACTION	OUTCOME	COUNCIL PRINCIPLE	RESPONSIBLE SERVICE	DEADLINE	UPDATE
NON-TECHNICAL STAFF RECEIVE HHSRS TRAINING	Team members are competent and qualified in identifying and addressing issues	A co-operative, kind and responsible council.	Council Housing	Year 2	
ALL RELEVANT MANAGERS HAVE COMPLETED OR ARE ENROLLED ON PROFESSIONAL COURSE - ALIGNED WITH PROFESSIONALISATION OF THE HOUSING SERVICE	Team members are competent and qualified to perform their role in line with professionalisation agenda / requirements	A co-operative, kind and responsible council.	Council Housing	Year 3	
RMS TO REVIEW OPPORTUNITIES TO DEVELOP MULTI-SKILLED WORKFORCE	Tenants receive a more responsive service with less multiple visits / disruption	A co-operative, kind and responsible council.	Council Housing	Year 3	

2. We ensure homes and buildings are decent and energy efficient

ACTION	OUTCOME	COUNCIL PRINCIPLE	RESPONSIBLE SERVICE	DEADLINE	UPDATE
SEEK TO TENDER A CARPET CONTRACT TO SUPPORT RESIDENTS IN THEIR HOMES	Sustainable tenancies and increase in wellbeing. All new homes have offer of being let with carpet provision.	Happy and Healthy Communities	Council Housing	Year 1	
HOMES ENGLAND APPLICATIONS SUBMITTED AND SECURED FOR KEY DEVELOPMENT SITES	Grant funding secured to enable delivery of new housing.	Happy and Healthy Communities	Council Housing	Year 3	
FULL BUSINESS PLAN FOR MAINWAY DEVELOPMENT PRODUCED IN LINE WITH TREASURY MANAGEMENT PRINCIPLES	Full treasury management business case for Mainway produced to support / enhance funding decisions for delivery of new housing.	Happy and Healthy Communities	Council Housing	Year 1	
PROCUREMENT FOR WORKS ON SKERTON HIGH SCHOOL COMPLETED	Contractor in place to start delivery of new homes	Happy and Healthy Communities	Council Housing	Year 2	
WE WILL IMPLEMENT AWAABS LAW LEGISLATIVE CHANGES	Homes that we own are free from damp and mould (as well as other hazards) and we are able to report on this information	Happy and Healthy Communities	Council Housing	Year 3	
DELIVER NEW AFFORDABLE HOUSING THROUGH APPROPRIATE ROUTES, FINANCING.	Affordable Housing in the District is increased (Skerton School, Nelson Street, Coopers Field, Mainway). (Links to Cabinet Priority).	Happy and Healthy Communities	Council Housing	Year 3	

3. We take pride in our neighbourhoods and corporate building ensuring they are clean and safe

ACTION	OUTCOME	COUNCIL PRINCIPLE	RESPONSIBLE SERVICE	DEADLINE	UPDATE
3.1 ACTIONS CONTAINED WITHIN THE COMMUNITY SAFETY ACTION PLAN ARE DELIVERED	Residents feel safe in their homes and neighbourhoods	A Co-operative, Kind and Responsible Council	Council Housing	Year 2	
3.2 INDIVIDUAL COMMUNITY PLANS ARE PRODUCED FOR OUR ESTATES	Tenants / others are engaged around the services we deliver and their neighbourhoods and have an understanding of how we will work together to deliver improved outcomes.	A Co-operative, Kind and Responsible Council	Council Housing	Year 3	
3.3 INDIVIDUAL COMMUNITY PLANS ARE PRODUCED FOR OUR INDEPENDENT LIVING SCHEMES	Tenants / others are engaged around the services we deliver and their neighbourhoods and have an understanding of how we will work together to deliver improved outcomes.	A Co-operative, Kind and Responsible Council	Council Housing	Year 2	

4. We maximise efficiency and seek to be transparent with the services we deliver

ACTION	OUTCOME	COUNCIL PRINCIPLE	RESPONSIBLE SERVICE	DEADLINE	UPDATE
DELIVER ACTIONS CONTAINED WITHIN THE TENANT SATISFACTION MEASURES ACTION PLAN	Tenants receive better quality services and feel listened to	Happy and Healthy Communities	Council Housing	Year 3	
WE WILL PRODUCE AN UPDATED CUSTOMER HANDBOOK IN CONSULTATION WITH RESIDENTS	Tenants have the right and up-to-date information about their home, the services we deliver, their rights and who they can contact for support.	A Co-operative, Kind and Responsible Council	Council Housing	Year 1	
COUNCIL HOUSING TENANCY AGREEMENT AND LICENSE AGREEMENT UPDATED TO REFLECT CURRENT PRACTICES AND IN LINE WITH BEST PRACTICE	Tenants have sufficient information to understand their rights and obligations in relation to their home	A Co-operative, Kind and Responsible Council	Council Housing	Year 1	
OUT OF HOURS CONTRACT RE-TENDERED	Residents who need to contact the Council out of hours receive a better quality service.	A Co-operative, Kind and Responsible Council	Council Housing / Customer Services	Year 2	

ACTION	OUTCOME	COUNCIL PRINCIPLE	RESPONSIBLE SERVICE	DEADLINE	UPDATE
COUNCIL HOUSING DIGITAL STRATEGY DEVELOPED	The service has a plan for providing effective services through the use of digital transformation. (Links to Fit for the Future work).	A Co-operative, Kind and Responsible Council	Council Housing	Year 3	
NEW HOUSING SYSTEM IMPLEMENTED - ALL PHASES LIVE BY YEAR 3	Services better able to provide effective services including better information management.	A Co-operative, Kind and Responsible Council	Council Housing	Year 3	
ASSURANCE FRAMEWORK FOR COUNCIL HOUSING DEVELOPED	More robust and visible scrutiny of services implemented.	A Co-operative, Kind and Responsible Council	Council Housing	Year 1	
UNDERTAKE REVIEW / ASSESSMENT / LEARNING OF DISREPAIR CLAIMS / FINDINGS AND IMPLEMENT ANY RECOMMENDATIONS	We have a better understanding of where we can improve performance and learn from our mistakes.	A Co-operative, Kind and Responsible Council	Council Housing	Year 2	

ACTION	OUTCOME	COUNCIL PRINCIPLE	RESPONSIBLE SERVICE	DEADLINE	UPDATE
ATTITUDES, RESPECT AND RIGHTS SELF-ASSESSMENT TO BE DEVELOPED	Council Housing staff better understand our residents needs and less complaints are received	A Co-operative, Kind and Responsible Council	Council Housing	Year 2	
WE WILL DELIVER AGAINST THE RECOMMENDATIONS CONTAINED WITHIN THE RMS SCRUTINY ACTION PLAN	Tenants receive better quality services and feel listened to	A Co-operative, Kind and Responsible Council	Council Housing	Year 2	
WE WILL DEVELOP AND EMBED QUALITY ASSURANCE OPPORTUNITIES ACROSS THE SERVICE	Residents receive a better quality of service and staff have the opportunity to learn and develop.	A Co-operative, Kind and Responsible Council	Council Housing	Year 2	
EMBED EIA'S THROUGHOUT THE WORK WE DO	We understand better the impact of our work on our residents and ensure fairness and transparency in our work.	A Co-operative, Kind and Responsible Council	Council Housing	Year 3	

ACTION	OUTCOME	COUNCIL PRINCIPLE	RESPONSIBLE SERVICE	DEADLINE	UPDATE
DELIVER ACTIONS CONTAINED WITHIN KIM ACTION PLAN	Develop and embed our knowledge of tenants and use of data ensuring services are delivered in line with tenant expectations and needs	A Co-operative, Kind and Responsible Council	Council Housing	Year 3	
WE WILL REVIEW AND COMPLETE A RESTRUCTURE OF RMS	RMS is fit for the future, with residents receiving a better and more effective service	A Co-operative, Kind and Responsible Council	Council Housing	Year 1	
WE WILL PROVIDE A CUSTOMER PORTAL - PROVIDING ACCESSIBLE INFORMATION FOR RESIDENTS TO MAXIMISE ENGAGEMENT	More residents are able to do it online, ensuring those that need us the most can get effective services they need.	A Co-operative, Kind and Responsible Council	Council Housing	Year 3	
WE WILL ESTABLISH ROBUST PROCUREMENT OF SERVICES AND CONTRACTOR MANAGEMENT	We will ensure better outcomes from our outsourced contracts	A Co-operative, Kind and Responsible Council	Council Housing / Assets and Compliance	Year 2	



ACTION	OUTCOME	COUNCIL PRINCIPLE	RESPONSIBLE SERVICE	DEADLINE	UPDATE
RMS TO TRANSITION TO MORE PLANNED MAINTENANCE PROGRAMME	Costly reactive repairs reduce and residents have more information about when repairs will be done in their homes	A Co-operative, Kind and Responsible Council	Council Housing	Year 3	
WE WILL PURSUE OPPORTUNITIES FOR GREATER DIGITALISATION OF CUSTOMER SERVICES	More residents are able to do it online, ensuring those that need us the most can get effective services. (Links to Fit for the Future Work).	A Co-operative, Kind and Responsible Council	Customer Services	Year 3	



5. We will involve and empower residents and ensure those who require support receive it.

ACTION	OUTCOME	COUNCIL PRINCIPLE	RESPONSIBLE SERVICE	DEADLINE	UPDATE
WE WILL SUPPORT RESIDENTS TO UNDERTAKE ONE SCRUTINY REVIEW OF COUNCIL HOUSING SERVICES EACH YEAR	Residents have a voice in our services and improved performance and satisfaction is seen	Happy and Healthy Communities	Council Housing	Year 3	
GROUNDS MAINTENANCE CONTRACT REVIEWED AND IMPROVEMENTS IMPLEMENTED	Increased satisfaction and less complaints received around the grounds maintenance service	Happy and Healthy Communities	Council Housing	Year 2	
WE WILL INCREASE OPPORTUNITIES FOR ENGAGEMENT ALIGNED WITH THE TENANT VOICE STRATEGY IN WAYS THAT ARE MEANINGFUL FOR COMMUNITIES AND RESIDENTS, PARTICULARLY FOR THOSE FROM MINORITY GROUPS	More residents are engaged with our services	Happy and Healthy Communities	Council Housing	Year 3	
WE WILL CAPTURE AND EMBED TENANT FEEDBACK INTO ALL AREAS OF SERVICE DELIVERY - CAPTURING LEARNING AND UTILISING 'YOU SAID WE DID' FORMATS	We have a greater understanding of what tenants would like to see improved and satisfaction is increased	Happy and Healthy Communities	Council Housing	Year 3	

ACTION	OUTCOME	COUNCIL PRINCIPLE	RESPONSIBLE SERVICE	DEADLINE	UPDATE
WE WILL DEVELOP SERVICE STANDARDS - IN CONJUNCTION WITH RESIDENTS	We have agreed set of standards that are published and tenants can hold us to account by.	A Co-operative, Kind and Responsible Council	Council Housing	Year 1	
WE WILL REVIEW OPPORTUNITIES TO UNDERTAKE A TENANT CENSUS	We have a better understanding of who our tenants are and their needs	Happy and Healthy Communities	Council Housing	Year 1	
ALL TENANTS WITH A TENANCY OVER 5 YEARS WILL HAVE RECEIVED A TENANCY AUDIT / HEALTH CHECK VISIT BY COUNCIL HOUSING STAFF	We have a better understanding of who our tenants are and their needs	A Co-operative, Kind and Responsible Council	Council Housing	Year 3	
DEVELOP SOCIAL INCLUSION STRATEGY	Tenants are supported and tenancies are sustained. We have less turnover.	Happy and Healthy Communities	Council Housing	Year 1	