



**Committee:** OVERVIEW AND SCRUTINY COMMITTEE

**Date:** WEDNESDAY, 4 MARCH 2026

**Venue:** MORECAMBE TOWN HALL

**Time:** 6.00 P.M.

Councillors are reminded that as Members of Overview and Scrutiny they may not be subjected to the Party Whip, which is prohibited under the Lancaster City Council Constitution.

## A G E N D A

**1. Apologies for Absence**

**2. Minutes**

To receive as a correct record the Minutes of the Meeting held on 4<sup>th</sup> February 2026 (previously circulated).

**3. Items of Urgent Business authorised by the Chair**

**4. Declarations of Interest**

To receive declarations by Councillors of interests in respect of items on this Agenda.

Councillors are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 9 and in the interests of clarity and transparency, Councillors should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Councillors are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

**5. Council Plan 2026-2028 (Pages 4 - 31)**

A copy of the current Council Plan is attached and a report of the Chief Executive.

**6. Tenants Satisfaction Measures (Pages 32 - 81)**

A copy of the LCRA TSM 2025/26 Report prepared by Acuity Research and Practice is attached.

A presentation will be provided.

**7. Housing Needs/Housing Strategy and Social Housing Policy and Practice/Home Strategy 2020-2025 - Update (Pages 82 - 93)**

To consider if the City Council's Housing Strategy is delivering the housing needs of the District?

To consider how sustainable our current Housing Policy is?

Home Strategy 2020-2025 – update requested.

Please see link : [Homes Strategy 2020 - 2025](#)

Presentation to be provided followed by a question/answer session.

**8. Forthcoming Key Decisions**

The List of Forthcoming Key Decisions can be viewed [here](#)

**9. City Council Commissioned Consultations**

City Council Commissioned Consultations can be viewed [here](#)

**10. Decisions the Chair has been consulted on**

The Chair to advise.

**11. Work Programme (Pages 94 - 96)**

Report of Chief Officer – Governance.

**ADMINISTRATIVE ARRANGEMENTS**

**(i) Membership**

Councillors Martin Gawith (Chair), Chris Hanna (Vice-Chair), Suhir Abuhajar, Wilson Colley, Maria Deery, Gina Dowding, Sue Penney, Joyce Pritchard and John Wild

**(ii) Substitute Membership**

Councillors Ross Hunter, Isabella Metcalf-Riener, Catherine Potter, James Sommerville and Jackson Stubbs

**(iii) Queries regarding this Agenda**

Please contact Jenny Kay, Democratic Support - email [jkay@lancaster.gov.uk](mailto:jkay@lancaster.gov.uk).

**(iv) Changes to Membership, substitutions or apologies**

Please contact Democratic Support email [democracy@lancaster.gov.uk](mailto:democracy@lancaster.gov.uk).

MARK DAVIES,  
CHIEF EXECUTIVE,  
TOWN HALL,  
DALTON SQUARE,  
LANCASTER, LA1 1PJ

Published on Tuesday, 24<sup>th</sup> February 2026.

**OVERVIEW AND SCRUTINY COMMITTEE**

**The Council Plan 2026-2028  
04/03/2026**

**Report of Chief Executive**

**PURPOSE OF REPORT**

To outline the process and planned content to refresh the Council Plan 2026-2028.

**This report is public**

**RECOMMENDATIONS**

**(1) Overview and Scrutiny committee are invited to contribute to a refresh of the Council Plan to cover the years 2026-2028**

1.1 The Council Plan is the key document that sets the strategic direction for our place and guides the work of the Council. The Council has an agreed plan to cover the years 2024-2027.

1.2 Since the Council plan was last adopted Government has now set out its plans for reorganisation of Local Government. New unitary Councils will commence in 2028.

1.3 An up to date Council adopted plan should be a key document to guide the strategic direction of the new unitary Council. It will provide evidence to the shadow and new Council of the key outcomes, programmes and projects that have been developed through engaging with our residents, businesses and partners.

1.4 The guiding document is the Priority Policies (plan on a page). This sets out 4 principles, 4 themes and 24 ambitions. These align with the Council’s budget, Medium Term financial planning strategy, performance management framework and service business planning. There is no intention to refresh these.

1.5 However to evidence the direction of travel and impact of these Priority Policies the supporting narrative within the Council plan 2024-2027 is in need of refreshing. This will highlight what the Council has achieved from 2024 and state clearly what it intends to achieve between now and 2028. It will also set out contextual issues including LGR and the Council’s MTFS.

**2.0 Recommendation**

2.1 The Council is responsible for approving and adopting the budget and policy framework, which includes the Council Plan.

- 2.2 Cabinet is responsible for the preparation of draft Budget and Policy Framework documents and in so doing should consult with the Overview and Scrutiny Committee and to include in its submission to the Full Council a statement of views received and the Cabinet response to those views.
- 2.3 As such Overview and Scrutiny committee is invited to provide its comments and recommendations to aid the refresh of the Council plan that will take Lancaster City Council to 2028.
- 2.4 All councillors will be given opportunity to be briefed on and to offer contributions to the draft drawn up after consultation with O+S members, cabinet members and officers.

**CONCLUSION OF IMPACT ASSESSMENT  
(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):**

These will be provided as the refresh of the Council Plan is drafted

**LEGAL IMPLICATIONS**

There are none directly arising from this report

**FINANCIAL IMPLICATIONS**

There are none directly arising from this report

**OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces**

There are none directly arising from this report

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has been consulted and has no further comments at this stage.

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no further comments at this stage.

**BACKGROUND PAPERS**

The Council Plan 2024-2027

**Contact Officer:** Mark Davies

**Telephone:**

**Email:** Mark Davies



# Council Plan 2024-2027



# Foreword: Councillor Phillip Black

The Council Plan 2024-2027 highlights the strategic direction of Lancaster City Council and enables us to work towards clearly defined strategic ambitions.

The plan will be used as an internal business planning document that sets out the council's future and priority policies. Policies will remain flexible and adaptable to accommodate the changing needs of the district.

Developing the new Council Plan has also given us the opportunity to be clear about our ambitions in simple terms. Importantly not only does the plan include what we are going to do, it reflects on achievements so far, of which there are many.

There are four principles for the years 2024-2027, to show a clear vision for our district, where we are all proud to have:

- A Sustainable District
- An Inclusive and Prosperous Local Economy
- Healthy and Happy Communities
- A Co-operative, Kind and Responsible Council

We look forward to delivering the ambitions of this plan and continuing to deliver efficient and effective services for our communities.



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# Financial Context

**We will align budget and resource to deliver the prioritised ambitions.**

The council faces a significant financial challenge. Central government have withdrawn in the region of 40% of our funding over the last decade and millions of pounds of cost burden has been passed on to the local council taxpayers and businesses in the district. Despite this, the council has experienced a significant reduction in real terms spending power.

Alongside the national context of spiking inflation, high energy costs and increases to the National Living Wage, local authorities are under financial restraint like never before. Demand for services continue to rise, including the statutory services that our communities rely on. Local authorities are also well placed to play crucial roles in tackling the shared challenges of the climate emergency and sustainable economic development, following the Covid-19 pandemic.

The council has embarked on a programme called Outcomes-Based Resourcing (OBR) that will see it examine every area of its budget and match resources more closely with its priorities. The OBR programme includes looking at ways the council can do things differently by utilising technology and being more efficient, as well as considering areas in which it can generate more income. By matching resources closely with priorities, we are successfully delivering services and the ambitions of the Council Plan.

# Our Values, Culture and People Plan

We will align budget and resource to deliver the prioritised ambitions.



**Pride**



**Working  
Together**



**Ownership**



**Ambition**

Our values define who we are and, importantly, where we want to be in the future. Our Values are embedded in the Council Plan and the vision for the future.

By working with our staff to define our values and embedding them in our daily working lives, we will achieve enduring excellence in delivering positive outcomes for our communities. Our values will support our purpose of working in partnership with our communities to create a district where people can flourish.

## The People Plan

A People Plan is an internal, strategic document that guides how we will manage, develop, and support our workforce. It is therefore critical to supporting the delivery of the Council Plan. It is underpinned by our values and supports the development of an organisational culture where our workforce is supported and has the right skills, knowledge, and behaviours.

## Engagement and Collaboration

Our aim is to work; 'in partnership with our communities, creating a district where people can flourish'.

We engage with residents so that our policies and services are informed by and delivered for residents. Our responsibility is to deliver services that achieve the best outcomes for all our residents - in Lancaster, Morecambe, Heysham, Carnforth, and the coastal and rural villages.

The Council Plan is ambitious and sets out intended outcomes that require the combined efforts of the council, residents, volunteers, businesses, and many other organisations.

Our ambitions can only be achieved by working collaboratively with a range of partners. The Council Plan will capitalise on opportunities for new and innovative ways of working with partners, the community and new technology.

Existing partnerships, as shown below, are key to helping deliver outcomes for the district.

- Lancaster District Strategic Partnership
- The Bay Anchor Network
- Community Safety Partnership
- Communities Together
- Lancaster District Health and Wellbeing Partnership

## Case Study: Lancaster District People's Jury

The People's Jury, formed of 30 citizens from across the Lancaster district, shows that resident engagement and participation can amplify strategic action. The 16 sessions facilitated by non-profit Shared Future CIC on the council's behalf enabled the People's Jury to identify how our activities could be made net-zero carbon by 2030. Citizens were at the centre of designing a response to the climate emergency. The climate emergency is now a priority for the Council Plan. Climate action is happening now, thanks to the passion and commitment of residents and the People's Jury. Further details can be found on our [People's Jury webpage](#).

Residents can be; Informed, Connected, Involved in how the Council Plan is delivered by using our [Keep Connected site](#).

## Sustainable Development Goals

[The 2030 Agenda for Sustainable Development](#), adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals, which are an urgent call for action by all countries - developed and developing - in a global partnership.

The above Sustainable Development Goals are reflected in the Council Plan and the Principles, Themes and Ambitions.



# The Council Plan

**In this next section, the Principles, Themes and Ambitions of the Council Plan are explained. There are several internal organisational plans and services that contribute to the overarching Council Plan. Website links are provided within each theme.**

## Principles

The Council Plan sets out four Principles. The Principles are the cornerstones of all that we do.

**A Sustainable District**

**An Inclusive and Prosperous Local Economy**

**Happy and Healthy Communities**

**A Co-operative, Kind and Responsible Council**

## Themes

The Council Plan sets out four Themes. These Themes provide greater definition of the principles, to ensure strategy, policy, resources, and service delivery are focussed to effectively deliver the council's agreed outcomes for the district.

**Action on the Climate Emergency**

taking action to meet the challenges of the climate emergency

**Community Wealth-Building (Morecambe Bay Model)**

building a sustainable and just local economy that benefits people and organisations

**Increasing Wellbeing. Reducing Inequality**

empowering and supporting healthy ways of living, and tackling the causes of inequality

**Deliver Effective Services, Take Responsibility**

bringing people together to achieve the best outcomes for our communities, in tandem with running efficient quality public services

## Ambitions

The Council Plan sets out an ambitious vision of the future that will benefit the district's residents, our businesses and natural environment. In this section, the tables showcase the projects and activities that are being delivered for each ambition. The tables also highlight some projects and activities that are planned for and in development.

# The Climate Emergency

On 30th January, 2019, the council declared a climate emergency. The Council Plan sets out ambitions so that we take action to meet the challenges of the climate emergency. Further information on what we are doing and how to get involved can be found on the [Climate Emergency page of our website](#).

## AMBITION

### 1.1 CARBON ZERO

Net zero carbon by 2030 while supporting other individuals, businesses, and organisations across the district to reach the same goal.

#### Projects and Activities

- Retrofit of council housing
- Developing green skills
- Partnership working with Green Rose CIC: retrofit of private housing

### 1.2 SUSTAINABLE ENERGY

Increasing the amount of sustainable energy produced in the district and decreasing the district's energy use.

#### Projects and Activities

Solar farm projects including the [Salt Ayre Decarbonisation Project](#) and plans for Burrow Beck Solar Farm.

- LAEP – Local Area Energy Plan (UKSPF)

### 1.3 CLIMATE RESILIENCE

Supporting our communities to be resilient to flooding and adapt to the wider effects of climate change.

#### Projects and Activities

- Lune flood protection, Caton Road, Lancaster
- Our Future Coast

## 1.4 ECOLOGY & BIODIVERSITY

Increasing biodiversity, protect our district's unique ecology and ensure the habitat provided for wildlife is maintained.

### Projects and Activities

- Biodiversity Net Gain project – planning development contributions
- Biodiversity Net Gain - Council's Grassland Management Strategy
- Arnside & Silverdale National Landscape – managing the statutory Partnership, preparing and delivering the statutory Management Plan and delivering a range of projects to benefit biodiversity such as Bee on the Verge, Meadow Makers and Priority Habitat management across 10+ sites
- Farming in Protected Landscapes programme – grants for farmers and landowners for projects under 4 themes: Climate, Nature, People and Place
- Managing Warton Crag and Trowbarrow Local Nature Reserves, both Sites of Special Scientific Interest, for their nationally important mosaic of woodland, species-rich grassland and limestone habitats

## 1.5 REDUCED WASTE

Moving towards zero residual waste to landfill and incineration.

### Projects and Activities

- Working in line with Government Waste Strategy timelines (31st March, 2026)

## 1.6 LOW CARBON AND ACTIVE TRANSPORT

Transitioning to an accessible and inclusive low-carbon and active transport system.

### Projects and Activities

- The development of a Sustainable Transport Strategy. Co Wheels Car Club – making it easier to switch to using more sustainable transport

\*All projects and activities detailed in the Council Plan are subject to due diligence and the council's internal governance processes before implementation.\*

# THEME ONE

## THE DISTRICT'S ACHIEVEMENTS SO FAR:

The council is top of the [leaderboard for district councils](#) in an assessment of the actions being taken to achieve net zero.

- The Salt Ayre Decarbonisation project won the Association for Public Service Excellence (APSE) award for Best Decarbonisation Initiative. The project has decreased the overall energy usage of the site from 4.3GWh (gas and electricity) to 2.7GWh of green electricity
- The council has purchased 28 electric vehicles (EVs) in 22/23 to replace diesel vehicles. These EVs are going to be used by the council's grounds maintenance, cleansing, repair and maintenance, environmental protection/health and refuse collection teams. CO2 savings are expected to be in the region of 49 tonnes p/a. 25% of the council's fleet are now EVs
- The council has expanded use of Co Wheels Electric cars to the public at three locations: Salt Ayre Leisure Centre, Dallas Road Car Park (Lancaster) and in Carnforth
- Trees from the Queen's Green Canopy tree planting initiative have been planted in Lancaster and Morecambe as a thank you to volunteers
- Bee on the Verge project grew over 8000 native wildflower plug plants in 2023, which were planted out on sites across the National Landscape
- Council-owned parts of Warton Crag and Trowbarrow Quarry SSSIs both assessed by Natural England to be in favourable condition
- Arnsdale & Silverdale Development Plan Document was recognised as Overall Winner at the North West RTPI Planning Awards for Excellence in 2019

# Community Wealth-Building

## (Morecambe Bay Model)

Through Community Wealth Building we aspire to develop a sustainable and just local economy that benefits people and organisations. Further information on what we are doing and how to get involved can be found on our [website](#).

### AMBITION

#### 2.1 SOCIAL USE OF RESOURCES

Using our land, property, finance and procurement to benefit local communities and encouraging residents, businesses, organisations and anchor institutions to do the same.

##### Projects and Activities

- Eden Project Morecambe
- Morecambe Town Centre Regeneration Strategy
- The Bay Anchor Network
- Grants and funding to voluntary and community organisations
- Lancaster Canal Quarter
- Procurement Strategy 2020-2024

#### 2.2 SUSTAINABLE INNOVATION

Develop a sustainable industrial strategy to support new and existing enterprises in innovation and the strengthening of local support networks.

##### Projects and Activities

- Local full fibre network: a district wide 33km local full fibre network, including all necessary supporting infrastructure and facilities
- Development of an Economic Strategy for the District

## 2.3 SUSTAINABLE SKILLS

Supporting the development of new skills and improved prospects for our residents within an environmentally sustainable local economy.

### Projects and Activities

- Partnership working with Lancaster and Morecambe College: retrofit and green technology training and skills
- Delivery of the UKSPF Economy and Skills Programme
- Formation of Providers Networks and local partnerships to deliver Educational Skills Programmes

## 2.4 INVESTMENT AND REGENERATION

Securing investment and regeneration across our district. Encouraging tourism and promoting our district as an attractive destination for leisure and culture. More information about what we are doing to regenerate, increase investment and enable sustainable economic growth within our district can be found on our [website](#).

### Projects and Activities

- Frontierland
- Canal Quarter - Coopers Field
- Canal Quarter Phase 2 – Masterplan and Delivery Strategy
- Heysham Gateway
- Heritage Action Project
- Centenary House
- Mainway Regeneration Project
- Eden Project Morecambe
- Morecambe Town Centre Regeneration

## 2.5 INCLUSIVE OWNERSHIP

Promoting business ownership models that empower the local workforce, such as co-operatives, social enterprises and community ownership.

### Projects and Activities

- Formation of new Business Support and Skills Hub

## 2.6 FAIR WORK

Advocating for fair employment and just labour markets that increase prosperity and reduce income inequality.

### Projects and Activities

- [Fair Work Charter](#): Developing a new charter that aims to reduce inequalities within the local labour market by promoting equal and fair employment practices
- Real Living Wage Accreditation: The council has received Real Living Wage Employer Accreditation from the [Living Wage Foundation](#). For the last 10 years the council has made sure that all of its employees are paid at least the Real Living Wage but has now received official accreditation to show civic leadership on the issue
- Armed Forces Covenant: In July 2022, the council went from being a Silver Employer Recognition Scheme Award holder, to obtaining the Gold Employer Recognition Award, awarded by the Ministry of Defence. [This award](#) recognises the council's commitment to the employment of the Armed Forces Community

\*All projects and activities detailed in the Council Plan are subject to due diligence and the council's internal governance processes before implementation. \*

### THE DISTRICT'S ACHIEVEMENTS SO FAR:

- Increased amount of local spend in the district due to a Progressive Procurement Strategy
- Local funding for sustainable skills development: Utilising the districts UK Shared Prosperity Fund allocation for skills and innovation projects such as Electech Innovation Cluster and Tech Lancaster
- Eden Project Morecambe has secured £50M of Levelling Up Fund and a formal partnership has been established to ensure not only Eden is delivered in Morecambe but all the wider benefits are secured
- Multiple successes of bidding for Brownfield Land Regeneration Funds to support regeneration in the Canal Quarter, Lancaster and Morecambe
- A visionary Masterplan for the regeneration of Lancaster's Canal Quarter has been adopted and will shape the area over the next 10 to 15 years
- The council has supported the Lancaster Music Co-op to bring 1 Lodge Street back into use with works scheduled to start in 2023
- Work has commenced on providing a regeneration framework for Morecambe Town Centre with support from the High Streets Task Force. This will carry forward into more detailed work
- Received seaside awards for Morecambe's north and south beaches
- Retained five Green Flag Awards and one Green Heritage Site Award for local parks

# Increasing Wellbeing. Reducing Inequality

More detail on the Local Plan and planning policy can be found on our [website](#).

## AMBITION

### 3.1 ACCESS TO QUALITY HOUSING

Developing more housing, including council owned social housing, ensuring people of all incomes are comfortable, warm and able to maintain their independence.

#### Projects and Activities

- My Mainway
- Mellishaw Park
- Lancaster City Council is a social housing provider with a significant housing stock
- Delivery of Canal Quarter Housing Schemes

### 3.2 QUALITY PUBLIC SPACES

Keeping our district's neighbourhoods, parks, beaches and open spaces clean, well-maintained and safe.

#### Projects and Activities

- Green Flag accreditations
- Keep Britain Tidy Partnership – development of a Fly Tipping Strategy
- Volunteer litterpicks
- Litter bin emptying schedules –bin sensor technology
- Regular street sweeping – route optimisation
- Community Safety Partnership activities
- Green Flag awards for parks and cemeteries
- Volunteer groups supporting parks and open spaces

### 3.3 ACCESS TO CULTURE AND LEISURE

Providing access to and involvement in arts, culture, leisure, and recreation, supporting our thriving arts, culture and heritage sector.

#### Projects and Activities

- Events supported to take place on council land
- Creative, Cultural and Heritage Vision implementation

- Development of a vision and action plan for the City Museums
- Partnership work to deliver a structured programme of events
- UKSPF cohort of arts, culture and event projects
- Provide space for cultural programming and community use

### 3.4 COMMUNITY ENGAGEMENT

Ensuring local communities are active, engaged, involved and connected.

#### Projects and Activities

- Community conversations - corporate
- Community consultations – public realm
- Our advisory groups enable residents to voice their views on challenges and opportunities facing the district
- Lancaster District Community Fund
- Supporting community events and initiatives
- KeepConnected
- Communities Together

### 3.5 REDUCING INEQUALITY AND PROMOTE WELLBEING

Develop a healthy living strategy to support wellbeing, tackle discrimination and reduce inequality.

#### Projects and Activities

- Partnership with Morecambe FC Community Sports
- Air Quality Action Plan
- Holiday Activity and Food Programme
- Healthy Weight Management Programme
- Play and Skills at Teatime Activities
- Playschemes

### 3.6 EARLY INTERVENTION

Focused early-intervention approaches and involving our communities in service design and delivery.

#### Projects and Activities

- Household Support Fund

\*All projects and activities detailed in the Council Plan are subject to due diligence and the council's internal governance processes before implementation. \*

**THE DISTRICT'S ACHIEVEMENTS SO FAR:**

- Salt Ayre Leisure Centre membership levels have increased to 3700, surpassing our pre-pandemic membership levels
- Salt Ayre Leisure Centre supports 18 local primary schools with swimming lessons, teaching children vital life skills
- 4000 children have accessed free activity sessions in partnership with the School Sports Network at Salt Ayre Leisure Centre
- Nearly 1 million members and visitors have attended Salt Ayre Leisure Centre
- £1.1 million of funding granted through the Household Support Fund
- Over 11,000 visits and more than 2,000 contributions through KeepConnected
- Over 980 Young People attended 4 Holiday and Activity Summer Events which was supported by the Targeted Youth Service, Police, Fire, Arm, Sea Cadets, Lancaster and Morecambe College, Lancaster District Council for Voluntary Services, More Music and Stanleys Community Centre
- The council's housing company – Morehomes for the Bay saw its inaugural business plan approved helping to set the direction and ambitions of the company moving forward.
- Over the winter the council's Home Improvement Agency has delivered more than £136,000 of winter warmth / energy efficiency measures into vulnerable and elderly residents homes linked to funding from Lancashire County Council and the Household Support Fund
- Supported vulnerable households by awarding additional Council Tax Support from the governments Additional Council Tax Support Fund
- Changing Place Toilets implemented at Happy Mount Park
- External funding and S106 planning contributions resulted in more than £234,000 of investment in public open space
- Secured Social Housing Decarbonisation Funding to improve the council's worst performing properties
- Secured Brownfield Land Release Funding: Canal Quarter, Skerton High School, Centenary House
- New tenancy health checks for all new council housing tenants, ensuring new tenants get off to the right start
- Development of Customer Scrutiny Panels reviewing services within Council Housing

# THEME THREE

- Secured three-year funding from government working jointly with Preston City Council to review all supported housing schemes within the district to ensure those living in the schemes are housed appropriately, with the right support and in good quality accommodation
- District supporting most residents under Homes for Ukraine scheme
- £261,400 of investment into Arts and Events from the council. The Arts, Culture and Heritage are significant drivers of economic growth in the Lancaster District. A cohort of events over 2023/2024 increased the amount of footfall in the district, in turn benefiting the wider business community
- 148,506 visitors to the 2 major festivals supported by the council, Light Up Lancaster and Vintage by the Sea in Morecambe, the busiest on record
- £2,485,946 economic impact from the 2 major festivals supported by the council, Light Up Lancaster and Vintage by the Sea in Morecambe
- By acting as the accountable body, enabled Morecambe Sparkle CIC to secure over £500,000 over 2 years for Baylight, a new festival in Morecambe £309,000 in grants has been raised directly and indirectly by Lancaster Museums since 2021
- Lancaster Museums have worked with over 56 partners on a range of projects and initiatives since 2021
- Lancaster Museums have over 11,200 followers on Facebook
- 16.2% of those engaging with Lancaster Museums state that they have a disability up from 10% in 2019
- 91,000 engagements in arts activity through the arts organisations supported by the council
- £2,266,000 of investment in the arts by the arts organisations supported by the council, £10 is secured for every £1 invested by the council
- The Platform secured £40,000 of arts council funding to deliver a grass roots live music programme
- The Storey was voted best venue for hosting live music as part of this year's Lancaster Music Festival
- Between April – November 2023, Ashton Hall hosted 34 events which generated £58,000

# Deliver Effective Services, Take Responsibility

## AMBITION

### 4.1 Value for Money

Providing value for money and ensuring that we are financially resilient and sustainable. Making sure relevant data and analysis are available to decision makers.

#### Projects and Activities

- Outcomes-Based Resourcing (OBR)

### 4.2 PARTNERSHIP

Working in partnership with residents, local organisations, anchor institutions (anchor institutions are large and locally rooted organisations that are unlikely to re locate and have a significant stake in their local area) and partners recognising the skills in our community to build a powerful force working for and serving our district.

#### Projects and Activities

- UK Shared Prosperity Fund (UKSPF)
- Rural England Prosperity Fund (REPF)
- Lancaster District Strategic Partnership
- The Bay Anchor Network
- Keep Britain Tidy – collaborations including social impact fly tipping interventions, 'More Bins' Campaign, Value-added comms, Fly Tipping Strategy
- Lancaster District Insights Hub (Travel and Climate Change)
- Local Climate Change Engagement Programme (public climate decision-making) - Shared Futures
- Supporting Morecambe Town Council and other Parish Councils' operations within the district
- Household Support Fund
- Holiday Activity and Food Programme
- Voluntary, Community and Social Enterprise Funding
- Family Hubs

### 4.3 INVESTING IN OUR SKILLS AND FACILITIES

Having high standards for, and investing in our facilities, equipment, and people to enable us to deliver quality services and meet our wider ambitions.

#### Projects and Activities

- White Lund Development Masterplan
- Lancaster City Council 'People Plan'

### 4.4 LISTENING AND EMPATHY

Listening to our communities and treating everyone with equal respect, being friendly, honest and empathetic.

#### Projects and Activities

- KeepConnected
- Communities Together
- Armed Forces Covenant

### 4.5 INNOVATIVE PUBLIC SERVICES

Embracing innovative ways of working to improve service delivery and the operations of the council.

#### Projects and Activities

- Bin sensors
- Route optimisation for cleansing and refuse collection rounds
- Organisational Digital Transformation, including a service-wide tablet roll-out for improved services
- Operational team utilisation of customer contact system and direct reporting
- Lancaster University – Plastic Packaging in People's Lives (PPIPL)
- Lancaster University – Beyond Imagination (District-wide survey work encompassing numerous public realm elements)

### 4.6 OPENNESS

Responsible decision making which supports our ambitions for the district whilst being open, accountable and rooted in evidence.

#### Projects and Activities

- Lancaster District Insights Hub (Travel and Climate Change)
- Local Climate Change Engagement Programme (public climate decision-making) - Shared Futures

\*All projects and activities detailed in the Council Plan are subject to due diligence and the council's internal governance processes before implementation. \*

## Risk Management

Risk management can be defined as “The systematic application of principles, approach and processes to the identification, assessment and management of risks”. It is a key element of the council’s Governance Framework. Effective and efficient risk management is critical to the success of the council, which is why in March 2023 the council’s risk management policy was updated and new procedures introduced to ensure strategic risks are reviewed at least quarterly.

The new approach to risk management which we now have in place draws on best practice from the institute of risk management (IRM) and HMT Orange Book: Management of Risk, Principles and Concepts. It will enable the council to make better informed decisions which are vital to successful transformational change and support a culture of well-measured risk taking throughout the council’s business.

## THE DISTRICT’S ACHIEVEMENTS SO FAR:

- Mini review of street sweeping schedules and methodology to improve performance, with plan to do route optimisation work when resources are available
- Launch of Video appointments: A service for residents to engage with a Customer Service advisor live on Microsoft Teams
- Bespoke mobile service: We continue to provide this service to our most in need residents, visiting them in their homes if they require tailored one to one support. Over £45,000 of income has been generated.
- Public and local businesses were invited to have their say on how the council can deliver services differently and efficiently
- Home Improvement Agency scooped two prestigious awards; 1) ‘Sustainability in Home Adaptations’ category at the National Healthy Homes Awards and 2) ‘Innovator of the Year’ at the UK Housing Awards



# The Forward View

The Council Plan will be reviewed annually and remain flexible and adaptable to accommodate the changing needs of the district. The district's achievements in each of the four themes will be updated each year to measure the success of the Council Plan. Annual reviews will take account of the financial context and the outcomes-based resourcing programme detailed in this document. Whilst the council faces a significant financial challenge, our aim is to work collaboratively with our partners and with our communities to realise the ambitions of the Council Plan.

# Glossary of Terms

## Term & Description

- **Lancaster District Strategic Partnership**  
Lancaster District Strategic Partnership (the “LDSP” or the “Partnership”) has been established to spearhead the wider district’s collective strategic ambitions. Sustainability and Climate, the Economy, Health and Wellbeing and Communities will be the overarching strategic priorities for the partnership
- **Community Wealth Building**  
Community wealth building is a people-centred approach to local economic development
- **Anchor Institutions**  
Anchor institutions are big and locally rooted organisations like councils, FE colleges, universities, hospitals, and big businesses with local headquarters
- **UK Shared Prosperity Fund**  
The UK Shared Prosperity Fund (UKSPF) is a central pillar of the UK governments ambitious Levelling Up agenda
- **Rural England Prosperity Fund**  
The Rural England Prosperity Fund (REPF) provides complimentary funding to the UK Shared Prosperity Fund, targeted specifically at supporting rural businesses and communities

# Priority Policies

| Principles | <h2 style="text-align: center;">1</h2> <h3 style="text-align: center;">A Sustainable District</h3>   | <h2 style="text-align: center;">2</h2> <h3 style="text-align: center;">An Inclusive and Prosperous Local Economy</h3>   | <h2 style="text-align: center;">3</h2> <h3 style="text-align: center;">Happy and Healthy Communities</h3>  | <h2 style="text-align: center;">4</h2> <h3 style="text-align: center;">A Co-operative, Kind and Responsible Council</h3>   |
|------------|--|---|--|--|
| Themes     | <p><b>Climate Emergency</b><br/>taking action to meet the challenges of the climate emergency.</p>   | <p><b>Community Wealth-Building (Morecambe Bay Model)</b><br/>building a sustainable and just local economy that benefits people and organisations.</p>   | <p><b>Increasing Wellbeing. Reducing Inequality</b><br/>empowering and supporting healthy ways of living, and tackling the causes of inequality.</p>   | <p><b>Deliver Effective Services, Take Responsibility</b><br/>bringing people together to achieve the best outcomes for our communities, in tandem with running efficient quality public services.</p>   |
| Ambitions  | <p><b>1.1 Carbon Zero</b><br/>Achieving Net zero carbon by 2030 while supporting other individuals, businesses and organisations across the district to reach the same goal.</p> <p><b>1.2 Sustainable Energy</b><br/>Increasing the amount of sustainable energy produced in the district and decreasing the district's energy use.</p> <p><b>1.3 Climate Resilience</b><br/>Supporting our communities to grow more food, be resilient to flooding and adapt to the wider impacts of climate change.</p> <p><b>1.4 Respecting Nature</b><br/>Increasing biodiversity, protect our district's unique ecology and ensure the habitat provided for wildlife is maintained and improved.</p> <p><b>1.5 Reduced Waste</b><br/>Moving towards zero residual waste to landfill and incineration.</p> <p><b>1.6 Low carbon and Active Transport</b><br/>Transitioning to an accessible and inclusive low-carbon and active transport system.</p> | <p><b>2.1 Social Use of Resources</b><br/>Using our land, property, finance and procurement to benefit local communities and encouraging residents, businesses, organisations and anchor institutions to do the same.</p> <p><b>2.2 Sustainable Innovation</b><br/>Developing a sustainable industrial strategy to support new and existing enterprises, creating networks and promoting innovation.</p> <p><b>2.3 Sustainable Skills</b><br/>Supporting the development of new skills and improved prospects for our residents within and environmentally sustainable local economy.</p> <p><b>2.4 Investment and Regeneration</b><br/>Securing investment and regeneration across our district. Encouraging tourism and promoting our district as an attractive destination for leisure and culture.</p> <p><b>2.5 Inclusive Ownership</b><br/>Promoting business ownership models that empower the local workforce, such as co-operatives, social enterprises and community ownership.</p> <p><b>2.6 Fair Work</b><br/>Advocating for fair employment and just labour markets that increase prosperity and reduce income inequality.</p> | <p><b>3.1 Access to Quality Housing</b><br/>Developing more housing, including affordable and council owned social housing, ensuring people of all incomes are comfortable, warm and able to maintain their independence.</p> <p><b>3.2 Quality Public Spaces</b><br/>Keeping our district's neighbourhoods, parks, beaches and open spaces clean, well-maintained, accessible and safe.</p> <p><b>3.3 Access to Culture and Leisure</b><br/>Providing access to and involvement in arts, culture, leisure and recreation, supporting our thriving arts, culture and heritage sector.</p> <p><b>3.4 Community Engagement</b><br/>Ensuring local communities are active, engaged, involved and connected.</p> <p><b>3.5 Reducing Inequality and promote wellbeing</b><br/>Developing a healthy living strategy to support wellbeing. Tackling discrimination and reducing inequality, including food and energy poverty.</p> <p><b>3.6 Early Intervention</b><br/>Focusing on early-intervention approaches and involving our communities in service design and delivery.</p> | <p><b>4.1 Value for Money</b><br/>Providing value for money and making good use of relevant data and analysis to ensure that we are financially resilient and sustainable.</p> <p><b>4.2 Partnership</b><br/>Working in partnership with residents, local organisations, anchor institutions and partners recognising the skills in our community to build a powerful force working for and serving our district.</p> <p><b>4.3 Investing in Our Skills and Facilities</b><br/>Having high standards for, and investing in our facilities, equipment, and people to enable us to deliver quality services and meet our wider ambitions.</p> <p><b>4.4 Listening and Empathy</b><br/>Listening to our communities and treating everyone with equal respect, being friendly, honest and empathetic.</p> <p><b>4.5 Innovative Public Services</b><br/>Embracing innovative ways of working to improve service delivery and the operations of the council.</p> <p><b>4.6 Openness</b><br/>Making responsible decisions which support our ambitions for the district whilst being open, accountable and rooted in evidence.</p> |



## Lancaster City Council

## LCRA TSM 2025/26 Report

Prepared by: Acuity Research & Practice



# Introduction

In 2023, Lancaster City Council commissioned Acuity to undertake three annual independent satisfaction surveys with its tenants to help collect and report Tenant Satisfaction Measures (TSMs) and meet the Regulator of Social Housing (RSH) requirements. The following report outlines results from the third annual survey (2025/26).

The survey used a sample and mixed methodology approach, beginning on 22 August with a telephone survey. Following this, tenants who had not responded were sent an email including a link to complete the survey online. The sample was selected randomly from 3,422 LCRA units, with quotas applied to housing need, area and age group, to ensure the response is representative of the overall tenant population. The Council also has a number of leaseholders, who were excluded from the survey. At the close of the survey, on 2 October, 599 completed responses had been received, plus a further 40 incomplete responses, which are also included. Of these responses, 562 were by telephone interview and 77 online.

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

- Provide information on tenants' perceptions of current service provision.
- Compare the results with the previous survey results.
- Compare the results with other landlords (where appropriate).
- Inform decisions regarding future service development.
- Report to the Regulator annually.

This is the first time the report has used sentiment analysis to better understand tenants' comments and why they responded to the satisfaction questions the way they did. Information about how this works is shown at the end of the report and adds an extra layer of focused insight to the results to help Lancaster City Council better understand what is driving satisfaction, what tenants are most concerned about, and what could be improved.

The survey is confidential, and the results are sent back to the Council anonymised unless tenants gave their permission to be identified; 71% of respondents (424) gave permission for their details to be shared alongside their survey responses, with 93% of these tenants happy for the Council to contact them about any information they provided.

For the overall results, Acuity and the Regulator of Social Housing recommend that landlords with between 2,500 and 9,999 LCRA properties achieve a sampling error of at least  $\pm 4\%$  at the 95% confidence level. For Lancaster City Council, 637 responses were received to the overall satisfaction question, which is high enough to conclude that the findings are accurate to within  $\pm 3.5\%$ , well within the required margin of error.

Note: The majority of figures in the report are presented as percentages. These percentages are rounded to the nearest whole number, which may result in some totals not adding up to 100%. Rounding can also cause discrepancies of  $\pm 1\%$  between the described percentages in the supporting text and those in the charts when two percentages are combined. The number of responses is indicated next to each measure as n=...

Key TSM Metrics

Overall Satisfaction

The Home

Repairs

Neighbourhood

ASB

Engagement

Complaints

NPS

Trends

Further Insight

Summary

Demographics

76%



## Overall Satisfaction

Satisfaction with the 12 TSMs is summarised to the right. Three-quarters of tenants are satisfied with the overall service provided by Lancaster City Council (76%), which is stable compared with the previous survey.

Three of the measures have satisfaction levels above 80%, including the overall repairs service over the last 12 months (83%), the provision of a safe home (82%) and tenants being treated fairly and with respect (82%).

On the other hand, two measures fall below 60%: the Council's approach to handling anti-social behaviour (59%) and complaints (36%). However, these metrics are typically the lowest-performing for landlords, and the ratings still compare well against other councils (see Benchmarking pages 34 and 35).

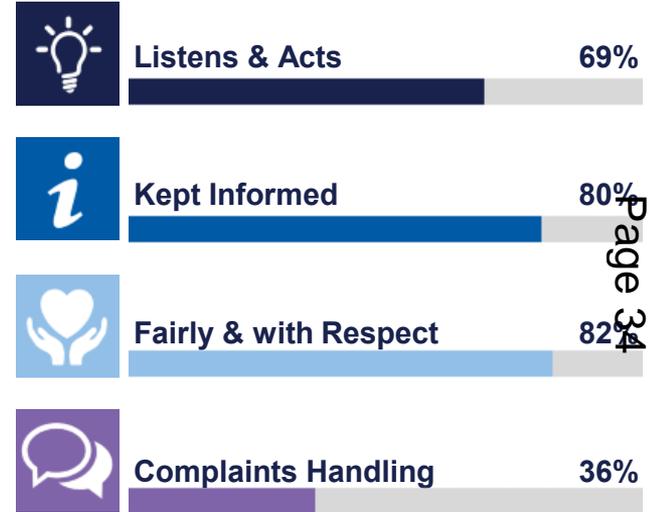
This report will focus on the headline figures from the survey, as well as satisfaction by tenure type and area. The demographics section further breaks down the results by different subgroups, such as age and property type, to give a better understanding of what is driving satisfaction.

## TSM Key Metrics

### Keeping Properties in Good Repair



### Respectful & Helpful Engagement



### Responsible Neighbourhood Management





# Overall Satisfaction



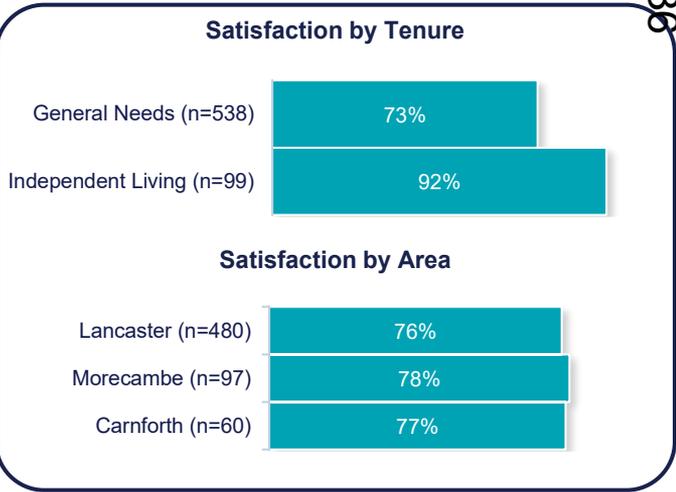
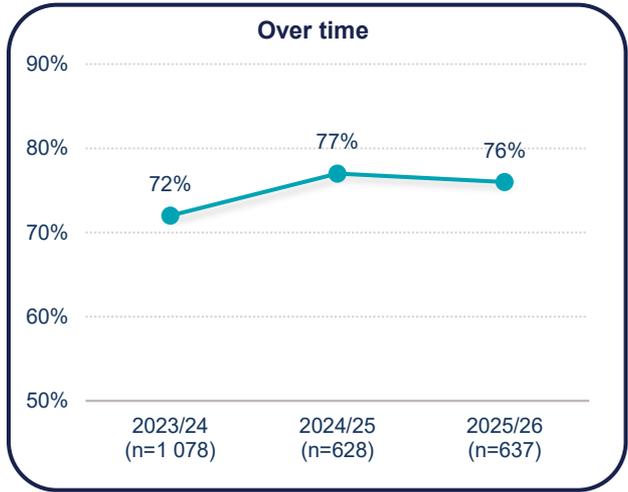
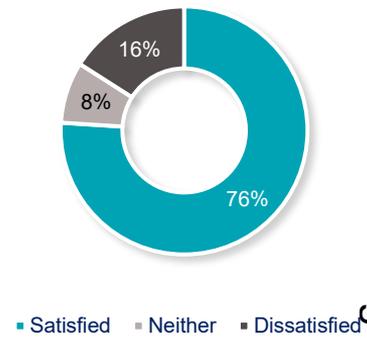
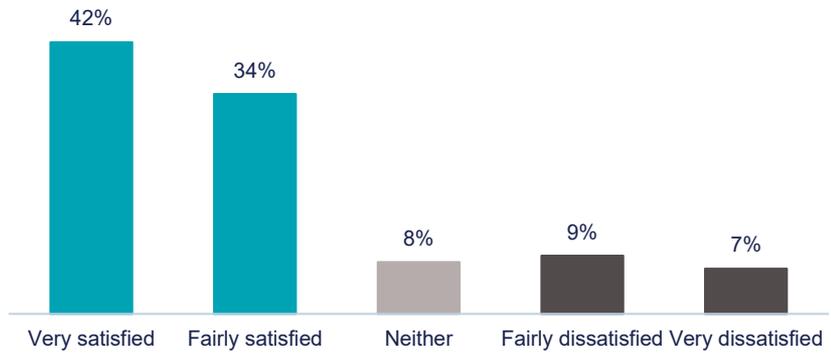
Tenants were asked, "Taking everything into account, how satisfied or dissatisfied are you with the service provided by Lancaster City Council?" This is the key metric in any tenant perception survey.

Three-quarters of tenants are satisfied with the overall service provided by Lancaster City Council (76%), with more tenants very satisfied (42%) than fairly satisfied (34%). Just 16% of tenants are dissatisfied with the overall service provided, and a further 8% are neither satisfied nor dissatisfied.

Compared with the previous survey, carried out in the Summer of 2024, overall satisfaction has remained stable, decreasing by just 1 percentage point (p.p). This is not a negative result, given that satisfaction was already at a good level, and has generally not been improving across the sector (see National Context, page 36). It should also be noted that last year, no surveys were completed online, compared with 77 in 2025/26. It is commonly found in surveys of this kind that online satisfaction is lower, and this is the case for Lancaster City Council. Overall satisfaction is 78% for those who completed the survey by telephone, compared with 65% for online responses (see more on page 49).

One reason for this can be that older tenants, who tend to be more satisfied, are less likely to respond online. This also plays a part in why Independent Living tenants are considerably more satisfied than General Needs tenants (92% and 73% respectively).

# Overall Satisfaction



# Overall Satisfaction

Please describe your specific experiences that have shaped your view of Lancaster City Council's service.

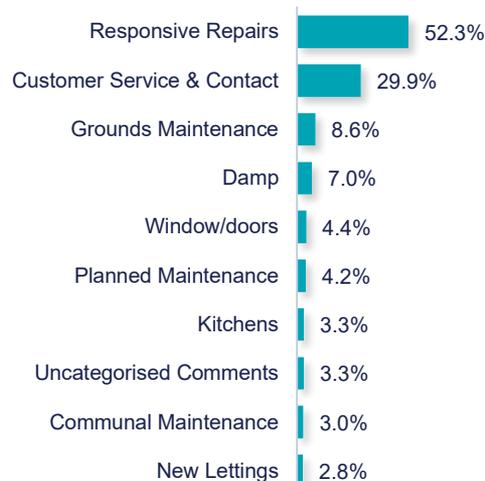
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## Categories



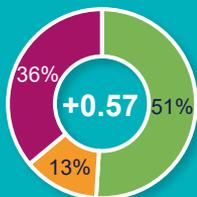
## Top 10 Subcategories



## Attribute

| Attribute                       | Count | %     | Sentiment Score |
|---------------------------------|-------|-------|-----------------|
| Timeliness / Responsiveness     | 244   | 47.3% | +0.20           |
| Subcategory, no attribute (yet) | 103   | 20.0% | +0.99           |
| Resolution                      | 91    | 17.6% | -1.31           |
| Quality of Work / Service       | 82    | 15.9% | +0.54           |
| Satisfaction                    | 61    | 11.8% | +3.34           |
| Communication / Transparency    | 39    | 7.6%  | +0.56           |
| Staff Conduct                   | 22    | 4.3%  | +2.73           |
| No Comments                     | 20    | 3.9%  | -0.70           |
| Effort                          | 17    | 3.3%  | -1.41           |
| Listening / Acting              | 16    | 3.1%  | -1.25           |
| Appointments / Convenience      | 10    | 1.9%  | -1.30           |
| Worker Conduct                  | 10    | 1.9%  | +3.80           |
| Empathy                         | 7     | 1.4%  | +2.29           |
| Consistency                     | 5     | 1.0%  | +1.00           |
| Trust                           | 5     | 1.0%  | -3.00           |
| Accountability                  | 4     | 0.8%  | -5.00           |
| Accessibility                   | 2     | 0.4%  | +4.00           |
| Fairness                        | 2     | 0.4%  | +4.00           |
| Safety                          | 2     | 0.4%  | -5.00           |

Page 37



Many tenants express dissatisfaction with the slow response times and unresolved repair issues, particularly concerning damp, mould, and general maintenance. Complaints highlight a perceived disparity in service, with some tenants feeling overlooked compared to others who receive prompt attention. While some tenants appreciate the quick resolution of urgent issues, others report waiting months for repairs, leading to frustration and a sense of neglect. Positive feedback often centres on the helpfulness and friendliness of staff, with many noting that when issues are reported, they are generally addressed promptly.

However, there are concerns regarding communication, follow-up on reported issues, and the overall quality of repairs. Additionally, issues with communal areas, such as rubbish collection and garden maintenance, are mentioned, indicating a need for improved upkeep in shared spaces. Overall, while some tenants are satisfied, many express a desire for more consistent and timely service.

# Overall Satisfaction - Example Comments



## Positive Comments

*"They come out if required and deal effectively with any enquiries or potential complaints."*

*"I have lived here for about forty years, and I have never had any problems. I am very satisfied with everything."*

*"Any issues I have are swiftly dealt with."*

*"They sorted the mould in the house. Happy."*

*"When we ring them to get repairs done, they always come."*

*"The level of service is usually really good."*

*"When you ask them to do something, they always sort it out; they listen to your complaints as well."*

## Repairs Service

*"Waiting time for certain repairs is far too long; waited ten years for damp to be sorted."*

*"They are not quick at doing repairs and sorting things out that need sorting."*

*"I have been constantly asking for repairs and have been refused constantly."*

*"The repairs are shocking, and I'm still waiting for numerous repairs. I get broken promises from contractors and surveyors, and I was left a month without a cooker or kitchen."*

*"They take too long to get back to me if I report repairs."*

*"When they do the work, it is done to poor quality."*

## Customer Service

*"When I phone them, no one phones me back."*

*"When we phone up, they just pass messages on; they do not do anything, and it goes on and on, and we never hear anything back."*

*"The people on the phone are lovely, but they don't communicate with the repair team. The communication between departments is ludicrously awful."*

*"I know the city council is overstretched in terms of workload and underfunded. I still do believe that individual staff could listen more."*

*"Very difficult to contact anybody."*

## Other Issues

*"There are not enough bin collections; they leave them once every two or three weeks. There is a large number of people in the flats, and the courtyard is littered."*

*"The garden is very messy. There are rats outside. Mess in the street."*

*"We are all fairly unhappy with the fly tipping going on here... We reported this to the council, and it was three weeks before they all got moved."*

*"In the past, when I have had issues with other tenants, ASB, contacted the housing association, and nothing was done."*

*"The grass cutting is terrible, and we keep complaining, but nothing changes."*



**Well Maintained, Safety & Communal Areas**



Eight out of ten tenants are satisfied that they are provided with a well maintained home (79%), with 12% dissatisfied.

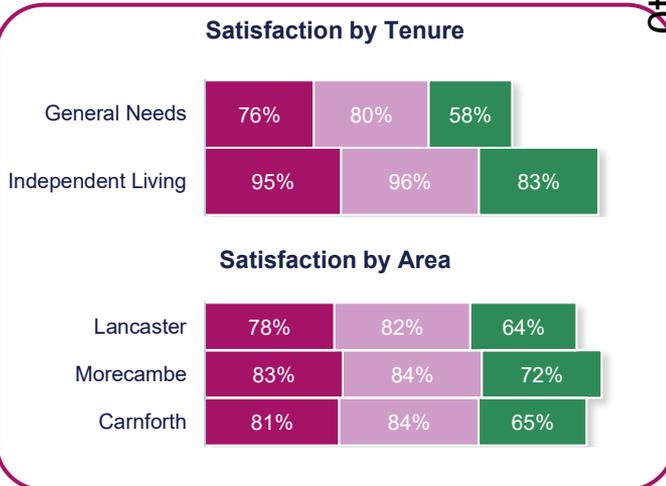
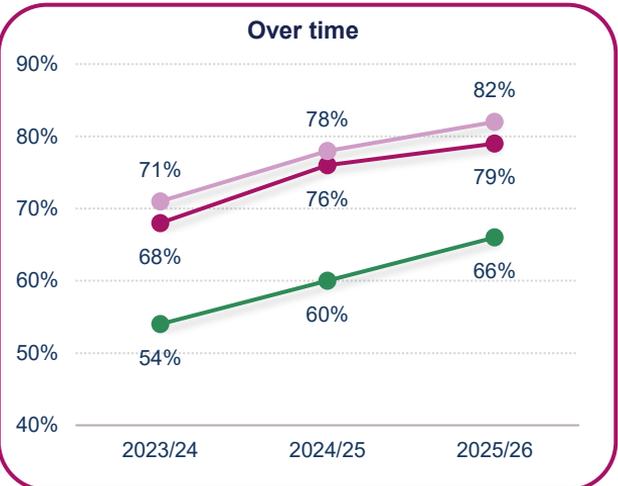
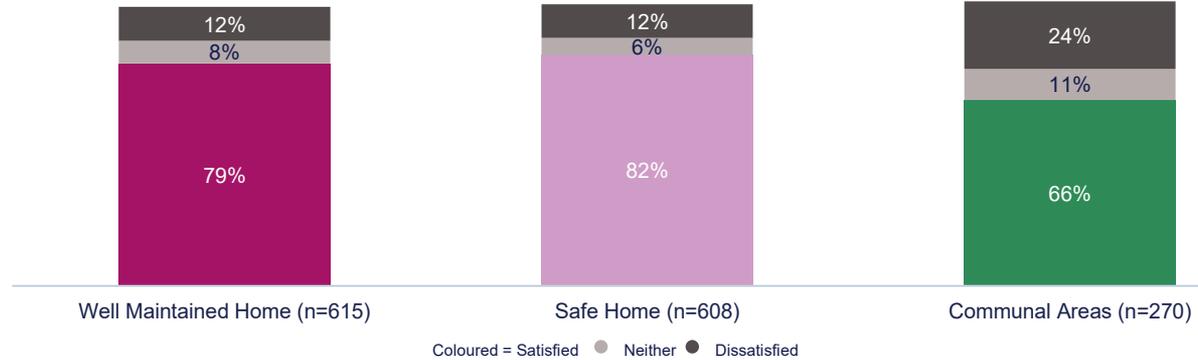
Slightly more tenants are satisfied that they are provided with a safe home (82%), which is common in surveys of this kind. The safety of the home can be influenced by a range of factors, including building security, repair issues and safety checks, in addition to neighbourhood problems such as anti-social behaviour. When asked to share their views on the safety of their home, tenants did highlight gas and electric checks, secure locks and alarms as reasons why they feel safe (see following page).

Around half of tenants stated they live in a building with communal areas that the Council is responsible for maintaining (46%). Of these tenants, 66% are satisfied that these areas are kept clean and well maintained, with 24% dissatisfied. The comments from tenants show that grounds maintenance, including overgrown grass and gardens, as well as littering and flytipping, are key reasons for dissatisfaction.

Satisfaction has increased for all of these metrics, including 4p.p for both the safety and maintenance of the home and 5p.p for the upkeep of communal areas.

Independent Living tenants are more satisfied than General Needs tenants with each of these measures. Additionally, across the three areas, tenants in Lancaster are the least satisfied; however, the differences are relatively small.

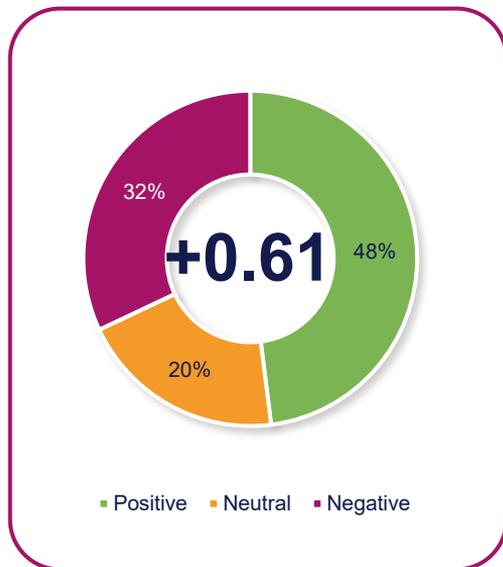
# Well Maintained, Safety & Communal Areas



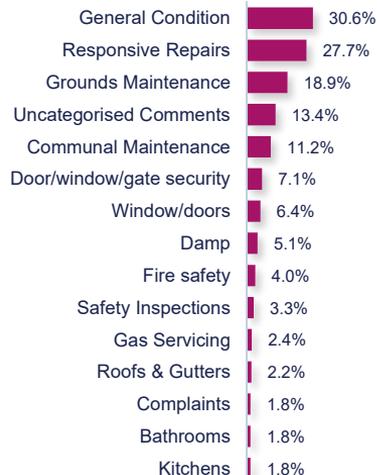
# The Home

Share your views on the safety and maintenance of your home and the cleanliness and maintenance of any communal areas.

Base Size: 546



## Top Subcategories



| Attribute                       | Count | %     | Sentiment Score |
|---------------------------------|-------|-------|-----------------|
| Quality of Work / Service       | 119   | 21.8% | +0.08           |
| Timeliness / Responsiveness     | 103   | 18.9% | -1.19           |
| Safety                          | 61    | 11.2% | -0.10           |
| Subcategory, no attribute (yet) | 61    | 11.2% | -0.43           |
| Resolution                      | 32    | 5.9%  | -2.28           |
| Effort                          | 15    | 2.7%  | -3.47           |
| Communication / Transparency    | 13    | 2.4%  | -1.85           |
| Satisfaction                    | 10    | 1.8%  | +1.60           |
| No Comments                     | 7     | 1.3%  | -1.43           |
| Listening / Acting              | 6     | 1.1%  | -0.33           |
| Staff Conduct                   | 3     | 0.5%  | -1.67           |
| Accountability                  | 2     | 0.4%  | -5.00           |
| Appointments / Convenience      | 2     | 0.4%  | -5.00           |
| Trust                           | 2     | 0.4%  | -5.00           |
| Worker Conduct                  | 2     | 0.4%  | +4.00           |
| Accessibility                   | 1     | 0.2%  | +3.00           |
| Consistency                     | 1     | 0.2%  | 0.00            |
| Empathy                         | 1     | 0.2%  | +5.00           |
| Fairness                        |       |       | -               |

Many tenants express satisfaction with safety measures, such as regular gas and electrical checks, secure locks, and the presence of alarms. However, concerns about maintenance are prevalent, with several complaints about the infrequent cleaning of communal areas, overgrown gardens, and delayed repairs. Tenants report issues like damp, mould, and unsafe conditions due to poorly maintained pathways and communal spaces.

Several tenants highlighted the lack of timely responses from the council regarding maintenance requests, with some waiting years for repairs. The condition of communal areas is often described as unsatisfactory, with litter, overgrown grass, and neglected gardens contributing to a sense of neglect. Additionally, there are concerns about anti-social behaviour in some areas, affecting tenants' feelings of safety.

Overall, while many tenants feel secure in their homes, the maintenance of communal areas and timely repairs are significant areas for improvement, impacting overall satisfaction with the living environment.

# The Home - Example Comments



## Positive Comments

*"I feel very safe here."*

*"We get yearly gas, fire alarms and CO2 meters. They have always been great; I have had no problems with it."*

*"It is all good, when we phone up for repairs, they come out and sort it out for us."*

*"We have got people coming in on a regular basis, keeping everything tidy in the communal areas."*

*"It's well maintained. I have good locks and smoke alarms, and carbon monoxide detectors."*

*"They are quick to do repairs. There is a communal lounge with free internet, and they hold a breakfast club and run trips from there."*

## Repairs Service

*"Not satisfied with the maintenance, I keep reporting repairs but not doing them."*

*"Maintenance for us is specifically tied to repairs services, and due to this being poor, we are not completely satisfied."*

*"My house has numerous repairs needed, even when they come to fix it, they always end up not being unresolved. My house has an extensive list of repairs, but they are very slow."*

*"Waiting for repairs, which take too long."*

*"It took two years to fix the damp and mouldy walls, as they kept coming back for years without sorting it properly."*

## Grounds Maintenance

*"Gardening in communal areas and playing fields never appears to be completed and tidied properly."*

*"Sometimes the grass is left for a while between cuttings, and the cut grass is not taken away."*

*"There is too much rubbish on the street."*

*"Outside, in the garden areas, they don't cut the hedges back far enough, and the brambles overgrow onto the footpath. They don't do any weeding."*

*"There has been fly-tipping in the communal green space. Kids have set fires to the rubbish before."*

*"I have to do the garden myself, cut the grass, etc."*

## Other Issues

*"We all pay towards cleaning on top of rent. They only come every three months or so."*

*"The locks on the doors and windows just need to be replaced."*

*"It's a bit difficult, we have a lot of young people on scooters racing at night and people arguing in the morning coming home from a night out."*

*"The safety here was breached as the front door was always breaking, so there were kids running in and out."*

*"Anyone can get into my house through the back of the garden."*

*"The people who clean the communal areas and hallways don't do a good job; I could do better."*



**Keeping Properties in Good Repair**



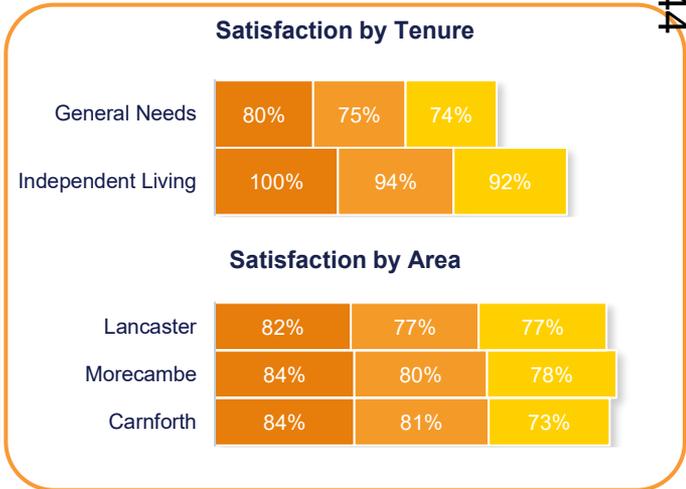
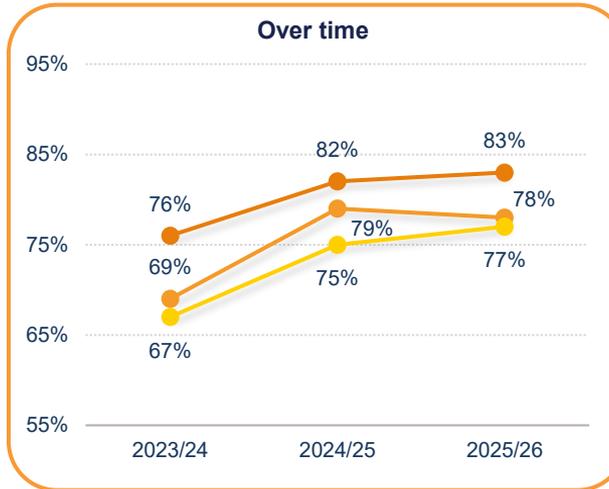
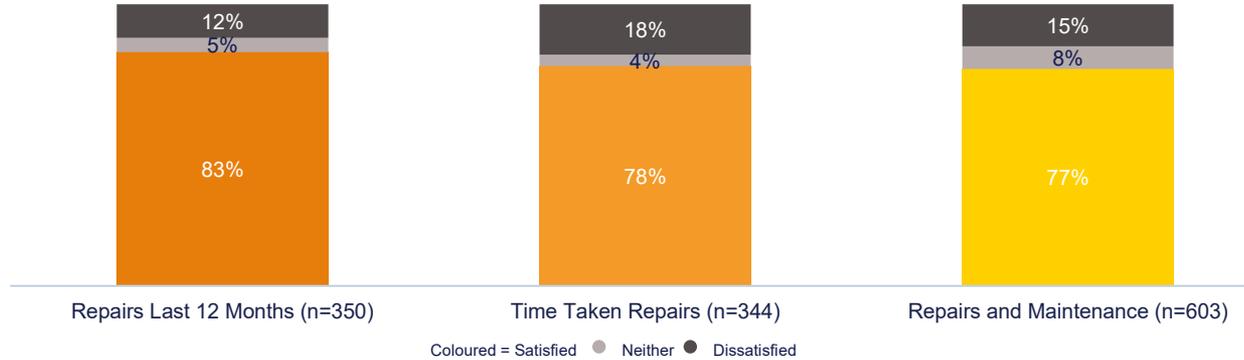
Around six out of ten tenants surveyed stated they had a repair carried out by Lancaster City Council to their home in the last 12 months (58%). Over eight out of ten of these tenants are satisfied with the overall repairs service over the last 12 months (83%), with slightly fewer satisfied with the time taken to complete their most recent repair (78%). It is commonly found that tenants are not as satisfied with the time taken, especially as they can have high expectations around timescales. Therefore, it is important to keep tenants informed regarding how long they can expect to wait.

Satisfaction has remained stable for both the overall repairs service (increased by 1p.p) and the time taken (decreased by 1p.p).

All tenants, regardless of whether they had a repair in the last 12 months, were asked how satisfied they are with the way Lancaster City Council deals with repairs and maintenance generally. Around three-quarters of tenants are satisfied (77%). Satisfaction with this metric has increased marginally by 2p.p.

It is encouraging that satisfaction with the repairs service is this high, given that repairs are generally one of the most common reasons for landlord-tenant interaction and a key factor in determining tenants' overall satisfaction. However, the minor change in satisfaction with the time taken may be one contributing factor as to why overall satisfaction has not increased this year.

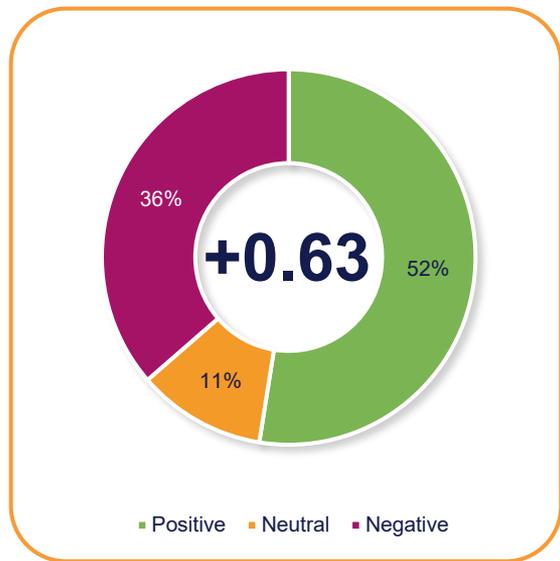
# Keeping Properties in Good Repair



# Repairs & Maintenance

Tell us more about your experience with the repairs service over the last 12 months.

Base Size: 334



| Attribute                       | Count | %     | Sentiment Score |
|---------------------------------|-------|-------|-----------------|
| Timeliness / Responsiveness     | 179   | 53.6% | +0.45           |
| Quality of Work / Service       | 71    | 21.3% | +1.83           |
| Resolution                      | 53    | 15.9% | -1.08           |
| Subcategory, no attribute (yet) | 52    | 15.6% | -0.10           |
| Satisfaction                    | 35    | 10.5% | +3.86           |
| Communication / Transparency    | 22    | 6.6%  | -0.27           |
| Worker Conduct                  | 17    | 5.1%  | +3.24           |
| Effort                          | 11    | 3.3%  | -2.27           |
| No Comments                     | 10    | 3.0%  | -1.00           |
| Appointments / Convenience      | 9     | 2.7%  | +0.67           |
| Empathy                         | 2     | 0.6%  | +5.00           |
| Accountability                  | 1     | 0.3%  | +3.00           |
| Listening / Acting              | 1     | 0.3%  | -5.00           |
| Staff Conduct                   | 1     | 0.3%  | +5.00           |
| Trust                           | 1     | 0.3%  | -5.00           |
| Accessibility                   |       |       | -               |
| Consistency                     |       |       | -               |
| Fairness                        |       |       | -               |
| Safety                          |       |       | -               |

When asked to comment on their experience with the repairs service, many tenants expressed satisfaction with the promptness and efficiency of small repairs, noting that issues like leaking taps and blocked sinks were often resolved quickly, sometimes within 24 hours. Positive comments highlighted the professionalism and politeness of the workers, with several mentioning that repairs were completed to a high standard.

However, concerns were raised about the handling of larger repairs and ongoing issues. Many tenants reported long wait times, with some waiting years for essential repairs, such as garden work, damp issues, and kitchen refurbishments. Frustration was evident in comments about poor communication, with several individuals stating they had to repeatedly chase for updates on their reported issues. Additionally, there were complaints about the quality of work, with some repairs requiring multiple visits to resolve the same problem.

Overall, while there are commendable aspects of the service, particularly for minor repairs, the feedback indicates a pressing need for improvement in the management of larger, more complex repair requests and better communication with tenants.

# Repairs & Maintenance - Example Comments



## Positive Comments

*"It has been perfect, no problems."*

*"The workman was efficient and knowledgeable about the job."*

*"Generally, the service and repairs have been done in good time."*

*"Repairs that have been completed have been done well, and I am pleased with them."*

*"Chimney came down in a gale, they came out the same day, and it was repaired within a week."*

*"They put in a wet room and did a good job of it. I am happy with that."*

*"They came out quickly to do the drains."*

*"The workers were nice."*

## Timescales

*"Damp issues still not sorted after seven months."*

*"The contractors were fine, but it took seven years for them to do it after repeated calls."*

*"The repair itself was fine, but it took two years for some reason. I had to chase them, and it was a damp issue."*

*"When you report a job, it should not take them five years to get a job done."*

*"Takes them a long time to come out to do the repairs."*

*"None of the repairs are completed without chasing the report or without resistance from the repair team. The last repair took nine months of multiple reports to be completed."*

## Quality of Work

*"They came out and fixed my radiator, but didn't put on the correct switch, so they're coming back again. I had to rebook."*

*"All these contractors they don't check that the jobs are done properly, so people are left with a problem cos they think it's been done and it hasn't been done correctly; nobody checks the job has been done!"*

*"They left a gap between the tiles; it is just Baldwins that I am dissatisfied with, not the Council."*

*"They had to do the same job twice, and this was a repair to the toilet."*

*"I had plastering done. Two plasterers came in and boarded the wall and made a mess of that."*

## Other Issues

*"They don't give you a specific time to come to do the repair."*

*"They repeatedly sent people to take measurements even though it had already been done, and they continued this unnecessarily instead of completing the task."*

*"They didn't tell me, they just came and did it. They didn't give me any warning."*

*"They cancelled my appointment for the repair, even though it was a safety issue for my children. He came a few days later and was a bit rude about it."*

*"It was a lack of communication somewhere, as I had to keep chasing up where we were at with things."*



## Contribution to the Neighbourhood



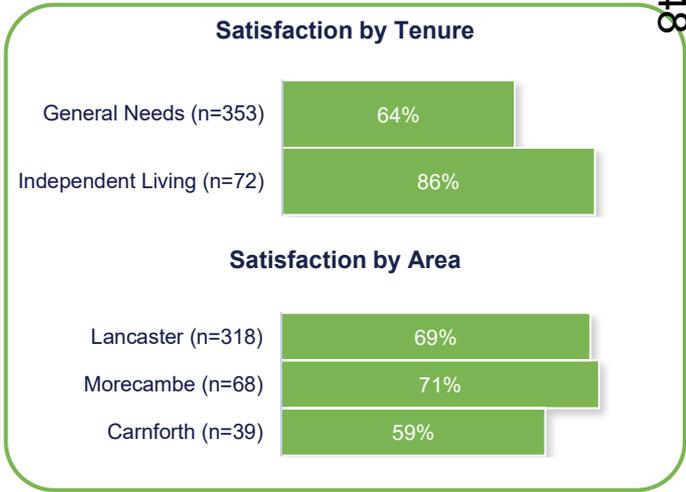
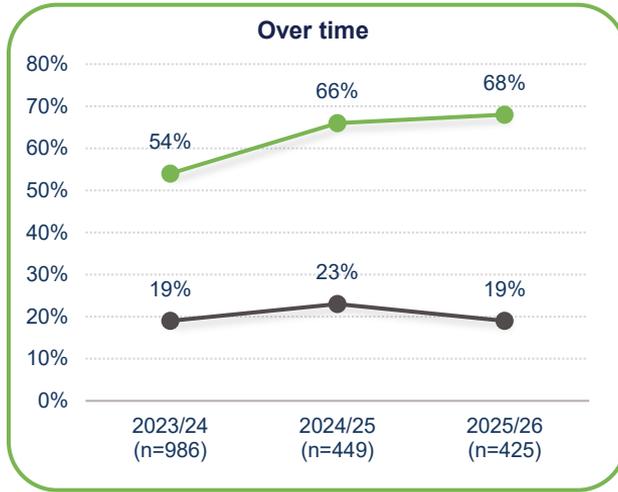
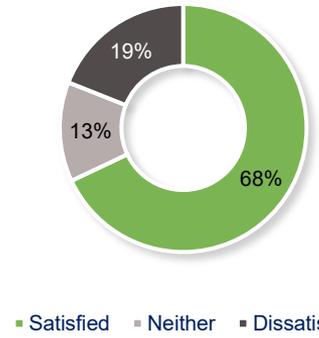
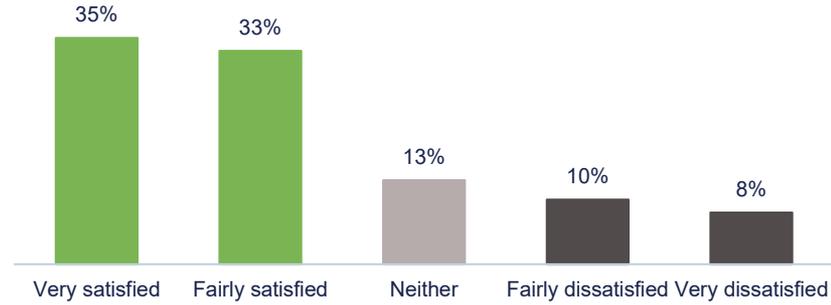
# Contribution to the Neighbourhood

Around seven out of ten tenants are satisfied that Lancaster City Council makes a positive contribution to their neighbourhood (68%). Satisfaction has increased marginally by 2p.p, compared with the previous survey.

However, 19% of tenants are dissatisfied, with 13% neither satisfied nor dissatisfied. This may be because tenants are unaware of the contribution the Council makes to their neighbourhood, and more needs to be done to promote and publicise this.

At the same time, as their landlord is a Council, tenants' views may be affected by their feelings on wider council services outside of typical landlord responsibilities. What tenants perceive to be their neighbourhood can also be subjective, for example, what distance this covers.

Independent Living tenants are considerably more satisfied than General Needs tenants with the contribution made to their neighbourhood (86% and 64% respectively). There is also some variation across the different areas, with tenants in Morecambe the most satisfied (71%) and those in Carnforth the least satisfied (59%).





**Please respect our  
neighbours and  
keep noise to a  
minimum**

**Approach to ASB**



Six out of ten tenants are satisfied with Lancaster City Council's approach to handling anti-social behaviour (59%). Three out of ten tenants are dissatisfied (30%), including 20% who are very dissatisfied. The remaining 11% are neither satisfied nor dissatisfied, perhaps as they have not experienced any anti-social behaviour.

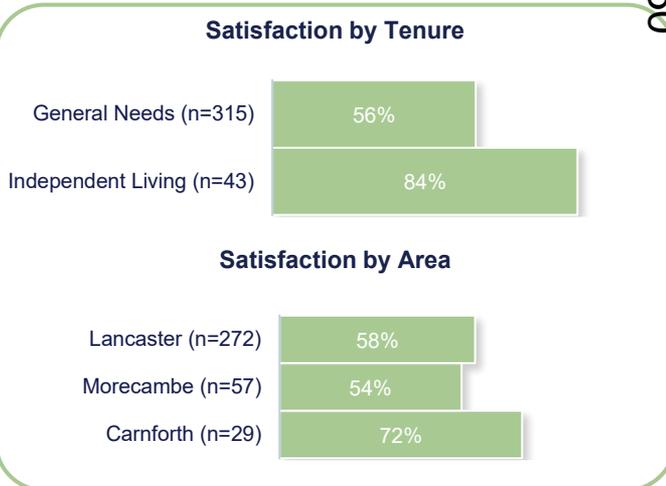
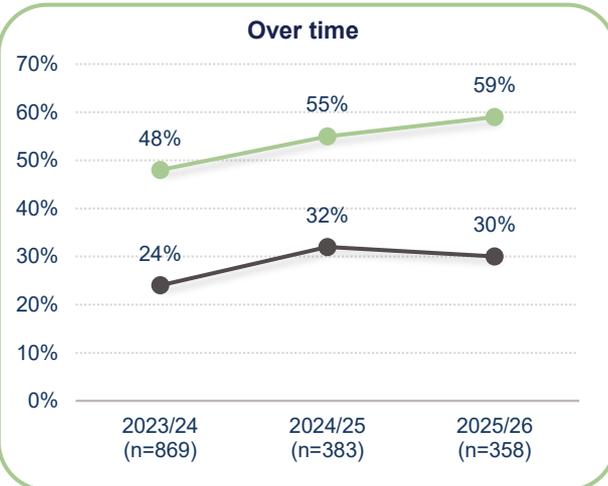
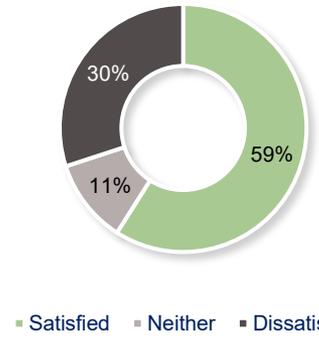
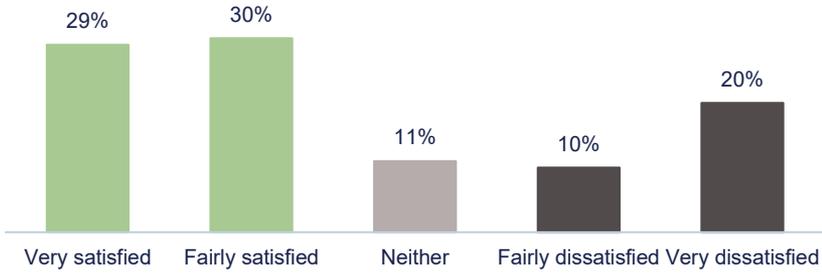
While this metric has the second-lowest level of satisfaction in the survey, it is often one of the lower-performing TSMs for Registered Providers (see Benchmarking pages 34 and 35). Satisfaction can be influenced by tenants' knowledge and experience of how anti-social behaviour is handled, as well as wider problems in their neighbourhood.

Compared with the previous survey, satisfaction has increased by 4p.p, and is now 11p.p higher than in 2023/24.

Once again, Independent Living tenants are considerably more satisfied than General Needs tenants (84% and 56% respectively).

Satisfaction in Lancaster and Morecambe is fairly similar; however, Carnforth tenants are more satisfied (72%), suggesting it may be worth exploring if there are any differences in service delivery across these areas.

# Approach to ASB





## Respectful & Helpful Engagement



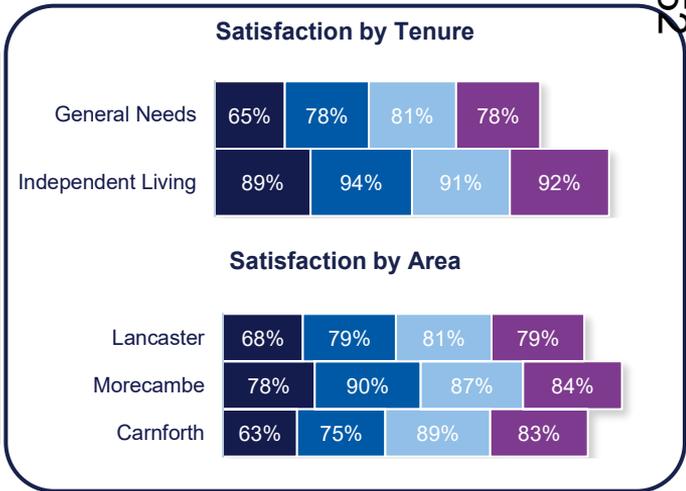
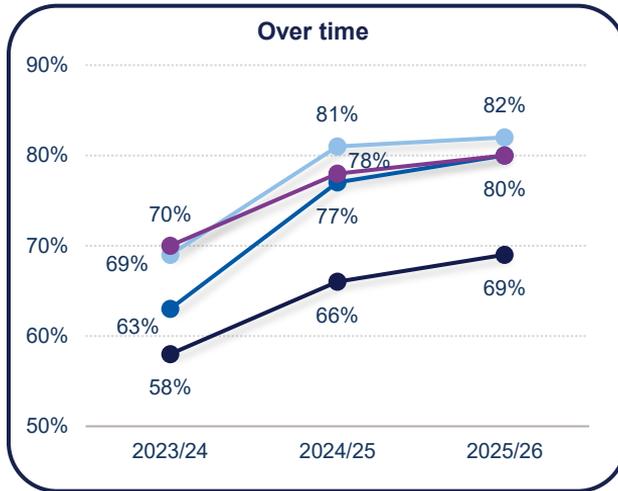
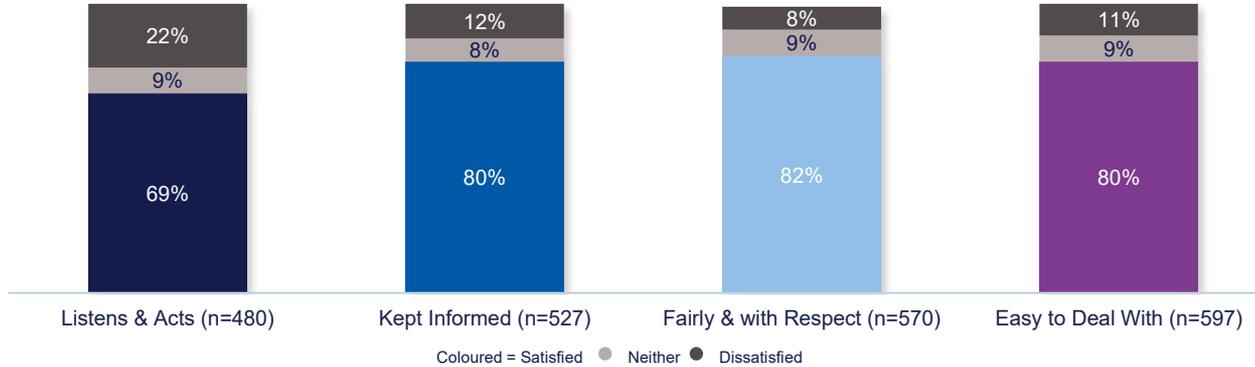
Around eight out of ten tenants agree that they are treated fairly and with respect by Lancaster City Council (82%), which is stable compared with the previous survey.

Tenants are similarly satisfied that they are kept informed about things that matter to them and that the Council is easy to deal with. Satisfaction with both of these metrics has increased slightly (3p.p and 2p.p respectively).

Fewer tenants are satisfied that their views are listened to and acted upon (69%), with 22% dissatisfied. Satisfaction with this measure can be impacted by a range of interactions tenants have with their landlords, including how repair requests, anti-social behaviour cases, and complaints are handled, as well as more formal feedback channels, such as tenant panels and surveys. For example, this report has shown that some dissatisfaction is being caused by outstanding repairs that have not been dealt with, and tenants may, therefore, feel they are not being listened to when they report repairs. This is also supported by the comments analysed on the following pages.

Once again, Independent Living tenants are more satisfied than General Needs tenants with each of these measures, especially regarding how their views are listened to.

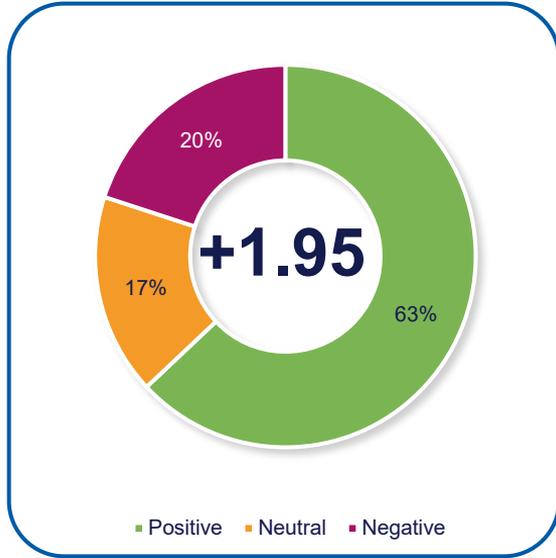
# Respectful & Helpful Engagement



# Customer Service & Communication

Describe your experience with the customer service and communications you receive.

Base Size: 535



| Attribute                       | Count | %     | Sentiment Score |
|---------------------------------|-------|-------|-----------------|
| Satisfaction                    | 132   | 24.9% | +3.53           |
| Staff Conduct                   | 127   | 23.9% | +3.69           |
| Communication / Transparency    | 126   | 23.7% | +0.84           |
| Subcategory, no attribute (yet) | 81    | 15.3% | +0.64           |
| Timeliness / Responsiveness     | 76    | 14.3% | +1.33           |
| Quality of Work / Service       | 40    | 7.5%  | +1.70           |
| Listening / Acting              | 33    | 6.2%  | +1.24           |
| Resolution                      | 22    | 4.1%  | +0.05           |
| No Comments                     | 17    | 3.2%  | -0.88           |
| Effort                          | 16    | 3.0%  | -0.31           |
| Empathy                         | 11    | 2.1%  | +0.73           |
| Appointments / Convenience      | 7     | 1.3%  | -0.71           |
| Consistency                     | 6     | 1.1%  | 0.00            |
| Worker Conduct                  | 6     | 1.1%  | +1.17           |
| Accountability                  | 5     | 0.9%  | -2.00           |
| Trust                           | 5     | 0.9%  | -0.40           |
| Fairness                        | 2     | 0.4%  | +2.50           |
| Safety                          | 2     | 0.4%  | -5.00           |
| Accessibility                   |       |       | -               |

Page 53

When asked to comment on their experience with the customer service and communications, many tenants express satisfaction with the politeness and helpfulness of the call centre staff, noting that they are generally friendly and responsive. Positive comments highlight quick responses and effective communication, with some praising the regular updates through newsletters and text messages.

However, concerns arise regarding the follow-up on repairs and the overall effectiveness of the service. Several tenants report that while initial contact is pleasant, issues often remain unresolved, leading to frustration. Complaints about a lack of empathy from staff, particularly in sensitive situations, and inconsistent service quality depending on the representative are highlighted. Some tenants feel ignored or inadequately supported, especially regarding urgent repairs and ongoing issues.

Overall, while there is positive feedback around aspects of customer service, the need for improved follow-through and consistency in addressing tenant concerns is evident. This feedback highlights areas for potential improvement in service delivery and communication strategies.

# Customer Service - Example Comments



## Positive - Staff

*"Everyone I have spoken to has been polite and communicated clearly. Everyone has been easy to talk to."*

*"I am happy with the customer service, the staff listen to my concerns, and arrange repairs."*

*"The people on the phone for customer service are lovely, and I cannot fault them. They do their best to help you every time."*

*"The staff I have spoken to have been helpful and friendly."*

*"They're always very polite, good customer service."*

*"Very good, they always listen to you when you ring, are polite, and get things done when you ask them to."*

## Positive - Communication

*"I receive regular communications to keep me updated."*

*"We get letters to update us. When you phone for repairs, they're nice to speak to and aren't rude."*

*"Very happy with the way they communicate, and they help me when I need them to."*

*"They send emails or texts for the magazine online. It's all fine."*

*"Very satisfied, they send out newsletters every month. If there are any repairs, they get in touch beforehand."*

*"The communication is good, but nothing gets done."*

*"I receive updates through the app."*

## Negative - Repairs

*"I ring the council on a weekly basis and can't get any further, I'm really getting fed up with it all [the lack of completion of repairs]."*

*"Like I have said, I have reported the tile to the housing department and the alarm, and they haven't done it."*

*"There's no direct number to get through to repairs - six or seven options make it frustrating and a bit of a faff. Repairs should have a separate number, and the reporting system isn't good."*

*"Each time I do get through, I'm given a different answer about the repairs. I've had to keep chasing them myself, yet I still don't have a clear resolution."*

## Negative - Other

*"No empathy from the call handler after explaining my repair and disability problems."*

*"I am a bit concerned about the newsletter. It's usually 3-4 times a year, but it didn't have much information in the booklet. It is usually about 15 pages, and now it's not so big, it's about four pages if you're lucky. I looked forward to reading it."*

*"I have not received any communication."*

*"Customer service is inconsistent."*

*"Until last year, the service was great. However, recently it has declined - I've found it difficult to get through to them on the phone."*



## Effective Handling of Complaints



When asked if they had made a complaint to Lancaster City Council in the last 12 months, 21% of tenants said they had. However, it is hard to tell how many of these are genuine complaints or service requests which have yet to be fully actioned. At the same time, a high proportion of complaints alone is not necessarily a negative – it can indicate an easily accessible and transparent complaints process.

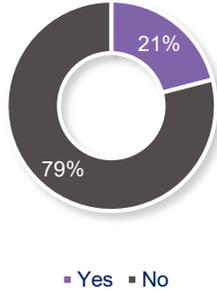
Of the tenants who said they made a complaint, around one-third are satisfied with the Council's approach to complaints handling (36%), with more dissatisfied (52%). Satisfaction has remained stable compared with the previous survey.

Complaints handling is usually the lowest-performing TSM for Registered Providers, so this result is not unexpected; however, it does suggest that some improvements can be made to the process.

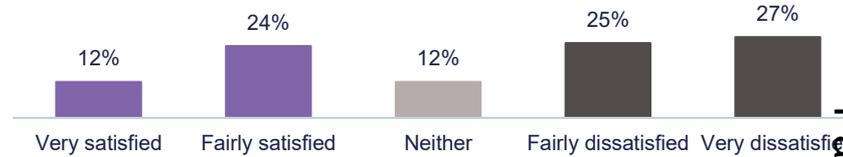
Dissatisfaction with complaints can be caused by the outcome, i.e. if tenants got the resolution they wanted, as well as how it was handled, including timeliness, how they were kept updated and the attitude of the staff they dealt with. The previous comments do suggest that tenants are generally happy with the customer service from staff, so this does not appear to be a key area of concern.

# Effective Handling of Complaints

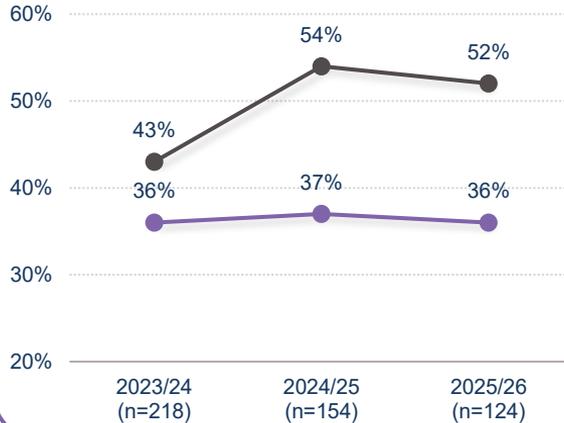
Complaint in last 12 months



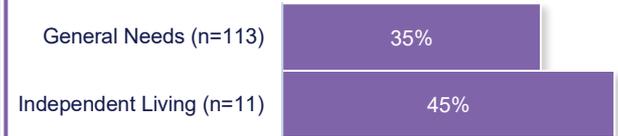
Satisfaction with Complaints Handling



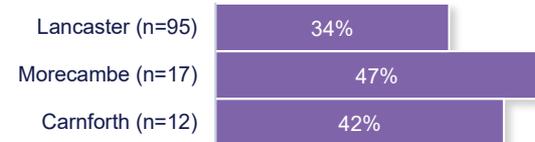
Over time



Satisfaction by Tenure



Satisfaction by Area





# Net Promoter



# Net Promoter

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

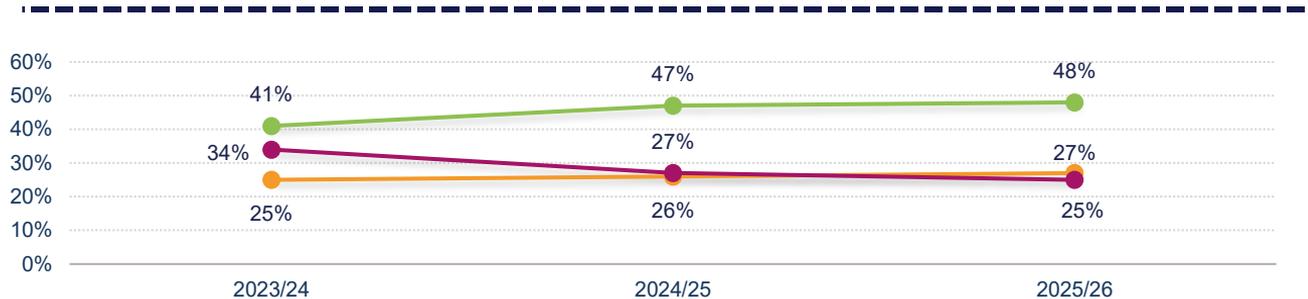
Around half of tenants are promoters, very loyal and happy to promote the Council to other people (48%), with 39% of tenants giving a score of ten out of ten.

Around one-quarter of tenants are currently passive and could be persuaded either way (27%), with the remaining 25% detractors, and likely to have negative views about the Council's Housing Service.

Some 5% of tenants gave a score of 0, with these tenants mainly commenting on repairs not being done, in some cases despite years of waiting. They also highlight issues with communal areas and anti-social behaviour.

The Net Promoter Score (promoters minus detractors) is +23, which is similar to the Acuity median for 2024/25 (+24). This is an increase of 2 points compared with the previous survey.

**+23**  
**NPS ↑ 2**





# Trends



# Year-on-Year Change

As has been shown throughout this report, satisfaction has generally increased slightly for almost all measures, compared with the previous survey carried out in 2024.

The biggest increase has been for the communal areas being kept clean and well maintained (5p.p), followed by the home being well maintained, the provision of a safe home and the approach to handling anti-social behaviour (4p.p).

Overall satisfaction, the time taken to complete the most recent repair and the handling of complaints are the only measures to have not increased. However, as previously mentioned, this is minimal, and the integration of online surveys is likely to have had a slight negative effect on the results.

Between 2023/24 and 2024/25, there were several larger increases in satisfaction, and therefore, it is positive that Lancaster City Council has been able to maintain these levels and show that these improved results are not temporary but part of a longer-term trend.

|                            | 2024/25 | 2025/26  |
|----------------------------|---------|----------|
| Overall Satisfaction       | 77%     | 76% (-1) |
| Well Maintained Home       | 76%     | 79% (+4) |
| Safe Home                  | 78%     | 82% (+4) |
| Communal Areas             | 60%     | 66% (+5) |
| Repairs Last 12 Months     | 82%     | 83% (+1) |
| Time Taken Repairs         | 79%     | 78% (-1) |
| Overall Repairs            | 75%     | 77% (+2) |
| Neighbourhood Contribution | 66%     | 68% (+2) |
| Approach to ASB            | 55%     | 59% (+4) |
| Listens & Acts             | 66%     | 69% (+3) |
| Fairly & with Respect      | 81%     | 82% (+1) |
| Kept Informed              | 77%     | 80% (+3) |
| Easy to Deal With          | 78%     | 80% (+2) |
| Complaints Handling        | 37%     | 36% (-1) |
| NPS (Promoters)            | 47%     | 48% (+1) |



# Top 30 Comments

The table to the right presents the top 30 comment areas from tenants across all four sentiment questions.

As might be expected, the most commonly mentioned area is the timescales to complete repairs, with 330 mentions of this. This shows how this aspect of service is of the utmost importance to tenants. The sentiment score is -0.02, highlighting how tenants have had positive and negative experiences of this, which have shaped their perception of the service provided by the Council.

Other aspects of the repairs service also feature, including the quality of work, whether issues have been resolved, and communications around repairs.

The general condition of the home is frequently mentioned, as well as specific concerns, including windows/doors, damp and kitchens.

As previously noted, while many tenants mention customer service and contact in their comments, this is mostly in a positive light, with an overall sentiment score of +3.72 for this area, and +3.57 for staff conduct.

|  | %      | Count | Score |
|--|--------|-------|-------|
| Property Services - Responsive Repairs - Timeliness / Responsiveness         | 56.25% | 333   | -0.02 |
| Property Condition - General Condition                                       | 29.39% | 174   | 2.49  |
| Housing Services - Customer Service & Contact - Satisfaction                 | 26.18% | 155   | 3.72  |
| Property Services - Responsive Repairs - Quality of Work / Service           | 26.01% | 154   | 1.28  |
| Property Services - Responsive Repairs - Resolution                          | 24.16% | 143   | -1.39 |
| Housing Services - Customer Service & Contact - Staff Conduct                | 23.65% | 140   | 3.57  |
| Property Services - Responsive Repairs - Other                               | 21.28% | 126   | 0.35  |
| Housing Services - Customer Service & Contact - Communication / Transparency | 19.26% | 114   | 1.19  |
| Uncategorized Comments   | 15.37% | 91    | 0.69  |
| Housing Services - Customer Service & Contact - Timeliness / Responsiveness  | 15.20% | 90    | 1.93  |
| Housing Services - Customer Service & Contact - Other                        | 12.50% | 74    | 1.13  |
| Property Condition - Window/doors  | 11.66% | 69    | -1.71 |
| Property Services - Responsive Repairs - Communication / Transparency        | 11.32% | 67    | -0.64 |
| Property Condition - Damp  | 10.98% | 65    | -3.52 |
| Housing Services - Grounds Maintenance - Quality of Work / Service           | 10.30% | 61    | -1.56 |
| Housing Services - Communal Maintenance - Quality of Work / Service          | 9.97%  | 59    | 0.08  |
| Property Services - Responsive Repairs - Satisfaction                        | 9.80%  | 58    | 2.70  |
| Housing Services - Grounds Maintenance - Timeliness / Responsiveness         | 8.95%  | 53    | -3.16 |
| Housing Services - Customer Service & Contact - Quality of Work / Service    | 8.45%  | 50    | 2.85  |
| Housing Services - Grounds Maintenance - Other                               | 8.11%  | 48    | -1.73 |
| Building Safety - Door/window/gate security                                  | 6.93%  | 41    | 0.83  |
| Property Condition - Kitchens  | 6.59%  | 39    | -1.20 |
| Property Condition - Bathrooms   | 6.25%  | 37    | -1.53 |
| Property Services - Responsive Repairs - Safety                              | 6.08%  | 36    | 0.00  |
| Building Safety - Fire safety  | 5.91%  | 35    | -1.21 |
| Housing Services - Communal Maintenance - Timeliness / Responsiveness        | 5.57%  | 33    | -0.09 |
| Property Services - Responsive Repairs - Worker Conduct                      | 5.41%  | 32    | 2.97  |
| Housing Services - Customer Service & Contact - No Comments                  | 5.24%  | 31    | -1.74 |
| Property Services - Planned Maintenance - Timeliness / Responsiveness        | 4.90%  | 29    | -2.45 |
| Housing Services - Customer Service & Contact - Listening / Acting           | 4.90%  | 29    | 1.38  |



# Further Insight



# Satisfaction & Dissatisfaction

The charts opposite demonstrate the range of satisfaction and dissatisfaction with the measures in the survey.

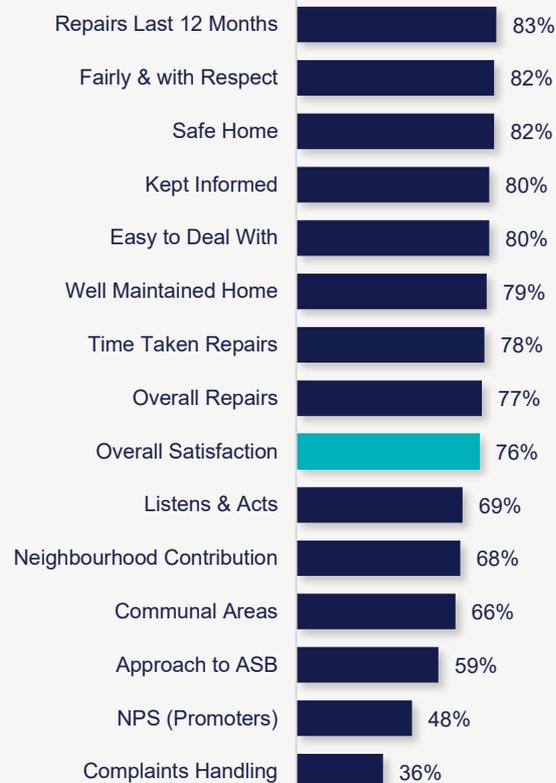
Although satisfaction may appear low, there is sometimes a large proportion of tenants who have no opinion either way, selecting the neither satisfied nor dissatisfied option, rather than being actively dissatisfied with the service.

However, for Lancaster City Council, it generally follows that measures with high satisfaction also have low dissatisfaction, and vice versa.

The lowest proportion of neither satisfied nor dissatisfied responses is for the time taken to complete repairs (4%), with the most for the positive contribution made to the neighbourhood (13%). This once again shows how tenants generally have strong opinions about the repairs service, but are not so sure about the neighbourhood contribution the Council makes.

Overall satisfaction sits around the middle of the measures, perhaps suggesting that more could be done regarding how tenants perceive the Council's Housing Service as a whole.

## Satisfaction with Measures 2025/26



## Dissatisfaction with Measures 2025/26





# Key Driver Analysis

Key driver analysis is used to examine the relationship between the different variables (the questions asked in the survey) and determine which elements of the service are the key drivers for tenants' overall satisfaction.

Each landlord has its own unique pattern of influence, and when considering the results for 2025/26, the most important driver for tenants' satisfaction with the overall service provided is that the Council provides a well maintained home, followed by the repairs and maintenance service. This further illustrates the importance of the repairs service to tenants.

Tenants being treated fairly and with respect, how their views are listened to and acted upon, and keeping tenants informed, are also important, but not as influential.

This analysis implies that if improvements around the most influential measures can be achieved, it is more likely to lead to increased satisfaction with the overall service provided by Lancaster City Council.

## Key Driver Analysis – Overall Satisfaction





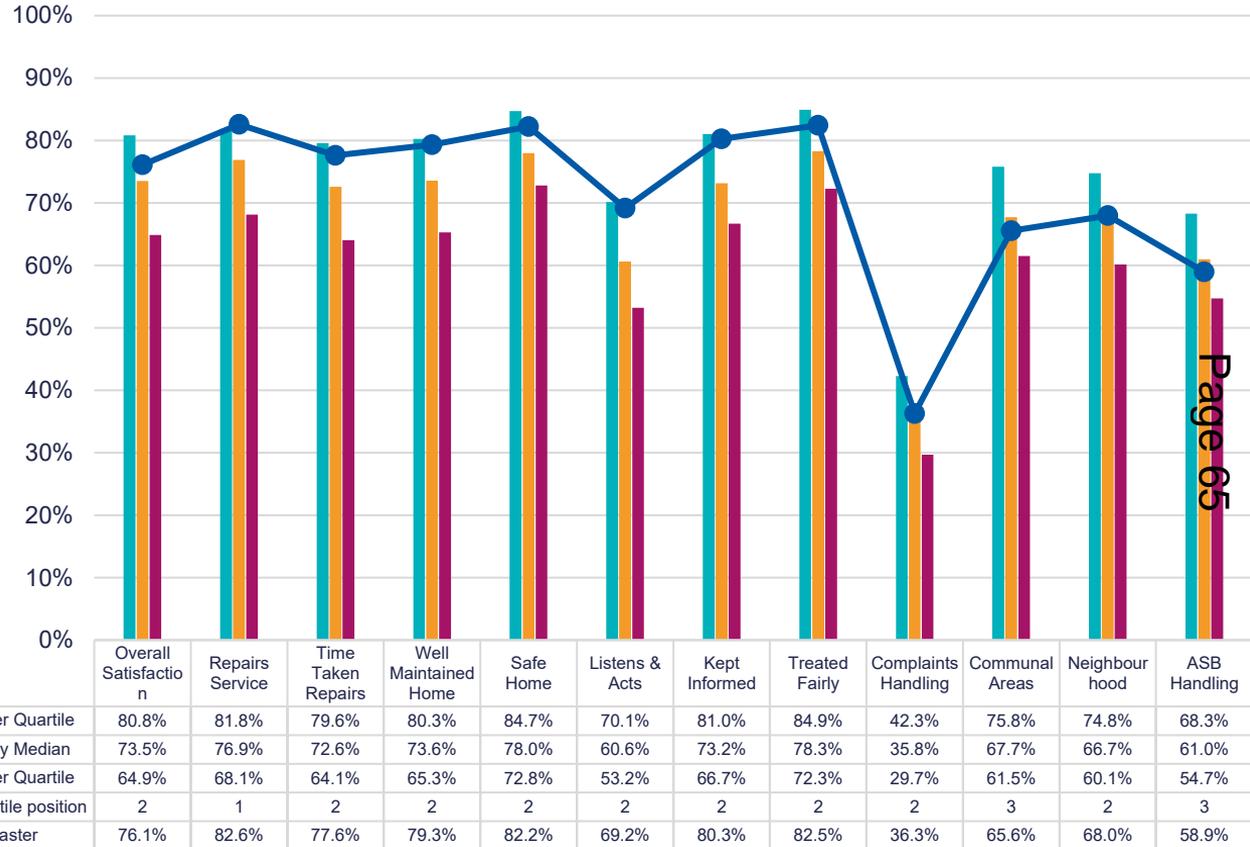
# Benchmarking – Acuity Clients (LCRA)

It is possible to compare performance on the core questions against Acuity clients who have used the TSM questions. The chart shows the quartile positions based on the results collected during 2024/25.

The results for Lancaster City Council compare well with all but two measures above the group median, including the overall repairs service in the last 12 months, which is in the top quartile.

The only exceptions are for the cleaning and maintenance of the communal areas and the approach to handling anti-social behaviour. Both of these metrics are, however, just 2.1% below the respective medians.

Despite having the lowest level of satisfaction, complaints handling is still above the median, with generally lower scores seen for this measure across the sector.





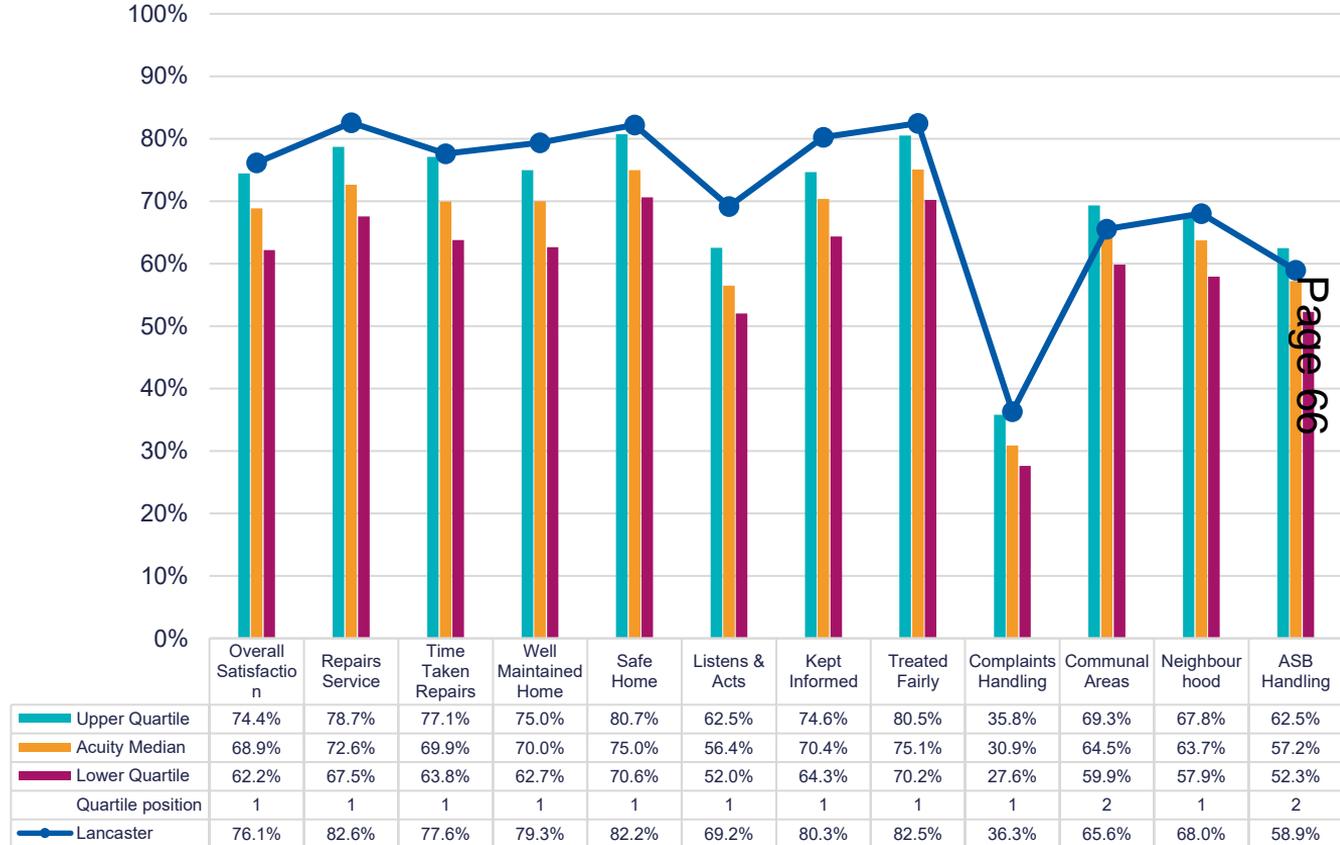
# Benchmarking – Acuity Clients - Councils (LCRA)

Given that Lancaster City Council is a Council landlord, it is perhaps more appropriate to compare the results just against other councils. Therefore, the chart opposite demonstrates the ratings for Lancaster City Council against around 40 other councils that worked with Acuity during 2024/25.

The results compare even better against this group, with all measures above the median and all but two measures in the top quartile. This includes overall satisfaction, which is 7.3% above the median.

Once again, it is the cleaning and maintenance of communal areas and handling of anti-social behaviour that do not compare quite as well, although in this case, they are still in the second quartile.

This comparison demonstrates the great job Lancaster City Council is doing, and that there have been improvements from last year (where three measures were below the median). However, it should be noted that this group includes landlords of different sizes, who carried out their surveys using a variety of methodologies, etc.





# National Context

When considering the survey results, the national context and external factors impacting both landlords and their tenants must be taken into account.

For example:

- Cost of Living Crisis, an increase in poverty and pressure on funding
- Government & Political Changes
- Uncertainty about the Future
- Wider Economic factors.

Satisfaction is based on perception rather than specific values, so it can be affected by these factors and how positive people feel about their lives.

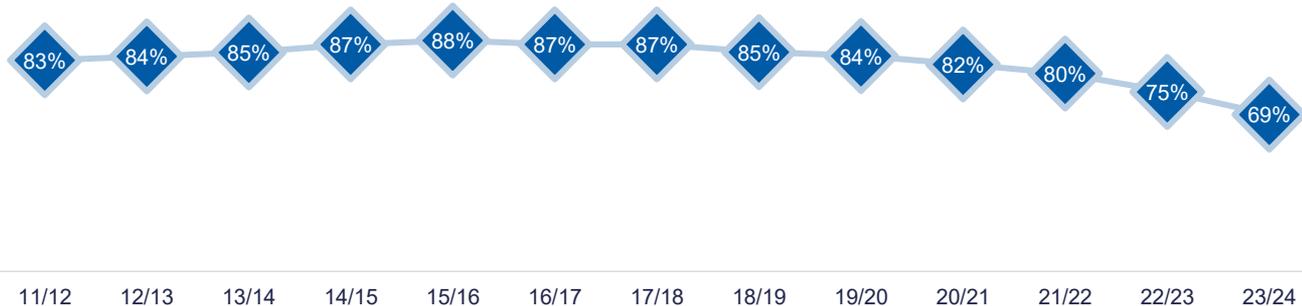
The top graph demonstrates how overall satisfaction has changed over time (tracker only). The trendline is downward. The lower chart shows the results from national members with a peak in 2015/16, followed by a slow decline since. This started well before the effects of the pandemic, so it is not the sole or primary driver behind this decline.

As has been shown throughout this report, satisfaction has generally stayed stable or increased slightly since the previous survey. Lancaster City Council is, therefore, doing well to maintain its levels of satisfaction.

## Overall Services (Acuity Clients)



## Satisfaction with Services Provided (NHF/Housemark Median - General Needs)

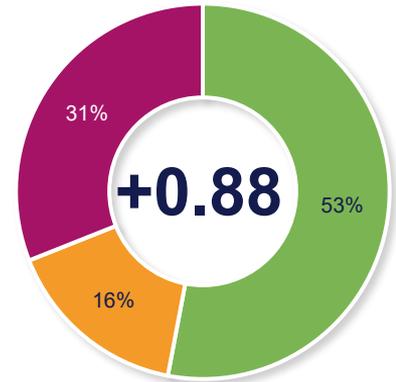




# Summary

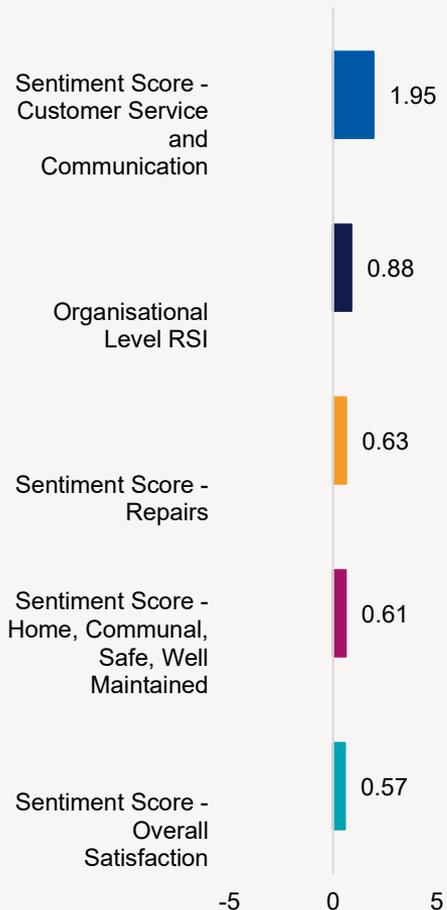
# Overall RSI Score

The Organisational-Level RSI offers a single, headline metric that captures the overall emotional tone of resident feedback across all key service areas. It is based exclusively on responses to the 7 core RSI open-ended questions. It reflects how positively or negatively residents feel about the organisation's performance across these key areas. Please note, if your organisation does not ask all 7 core RSI questions, you are unable to benchmark your Organisational RSI Score. Each individual RSI question will be analysed in its relevant section throughout the report.



■ Positive ■ Neutral ■ Negative

## Sentiment Scores



## Summary

### Overall Satisfaction

The comments reveal a varied sentiment towards the overall housing services, with many tenants expressing dissatisfaction regarding repair delays, poor communication, and maintenance issues, particularly concerning damp and mould. While some tenants praised the promptness of repairs and the helpfulness of staff, others highlighted feelings of neglect, especially in comparison to tenants in better-off areas. Concerns about overgrown communal spaces, inadequate support for vulnerable tenants, and inconsistent service quality were also prevalent, indicating a need for improved responsiveness and resource allocation.

### The Home

The comments about the home and communal areas show that many tenants are satisfied with safety checks and the condition of their homes, highlighting effective communication and prompt repairs. However, concerns arise about the maintenance of communal areas, with complaints about infrequent cleaning, overgrown gardens, and litter. Issues such as delayed repairs, inadequate responses to maintenance requests, and safety hazards from poorly maintained pathways and communal spaces are present, indicating a need for improved service consistency.

### Repairs

The comments left by tenants detail experiences with repair services, highlighting promptness and efficiency for minor issues, while larger repairs often face significant delays and communication breakdowns. Many tenants expressed frustration over unresolved long-standing issues, with some waiting years for completion. Positive feedback noted the professionalism and politeness of workers, but dissatisfaction arose from inadequate follow-up and inconsistent service quality. Overall, while some repairs are handled swiftly, systemic issues in communication and prioritisation remain prevalent.

### Customer Service & Communication

Many tenants comment that they appreciate the politeness and helpfulness of staff, noting quick responses and effective communication. However, concerns arise regarding follow-up on repairs, with numerous complaints about unfulfilled promises and a lack of updates. Some tenants feel disrespected or ignored, particularly in complex situations. Overall, while there are positive experiences, the inconsistency in service quality and communication remains an area for improvement.



## Satisfaction with Measures



## Summary

Acuity is working with Lancaster City Council to undertake a series of satisfaction surveys of its tenants, starting in 2023 and running through to 2026. This is the third year of this contract, and this report focuses on the findings from the survey of the Council's tenants, undertaken between August and October 2025. A total of 637 responses were received to the overall satisfaction question, giving a margin of error of  $\pm 3.5\%$ , so within the required margin of  $\pm 4.0\%$ .

Satisfaction is high, with three-quarters of tenants satisfied with the overall service provided (76%) and even higher satisfaction for several measures. Over eight out of ten tenants are satisfied with the overall repairs service over the last 12 months (83%), tenants being treated fairly and with respect (82%) and the provision of a safe home (82%). However, two measures received satisfaction levels below 60%, these being the approach taken to handle anti-social behaviour (59%) and the handling of complaints (36%). Correspondingly, complaints handling has the highest level of dissatisfaction (52%). Dissatisfaction with this service is likely to incorporate more than just how tenants' complaints are handled – for example, tenants not getting the resolution they want or expect, or still awaiting the outcome. It should also be noted that this is often the worst-performing measure for Registered Providers, as seen on the benchmarking information pages.

When comparing the results with the survey undertaken in Summer 2024, satisfaction has increased slightly for most measures. These changes are generally small and within the combined margin of error, the biggest being for the cleaning and maintenance of the communal areas (up 5p.p). However, after some larger increases last year, it is positive that Lancaster City Council has been able to maintain and continue to improve levels of satisfaction. Overall satisfaction, the time taken to complete the last repair and the handling of complaints are the only measures to have not increased, remaining stable (decreasing by just 1p.p). This is also in the context of online surveys being utilised this year.

Lancaster City Council compares well against other Landlords who worked with Acuity during 2024/25, being above the median for all metrics aside from the cleaning and maintenance of communal areas and the approach to handling anti-social behaviour. Against other Council landlords, Lancaster City Council compares even better, with ten measures in the top quartile.

For the first time, sentiment analysis has been used against four qualitative questions, covering the main areas of service. This gives a sentiment score based on the comments made and also highlights where tenants are happy with the service or where they think improvements could be made. The overall sentiment score is +0.88 for Lancaster City Council, and all individual areas have positive scores. However, tenants did express some concerns regarding repairs, including the timescales to complete repairs and the quality of work. Analysing the sentiment scores and reading the comments will help Lancaster City Council get a better understanding of what is driving satisfaction and what is not working quite as well.

This report has also shown that satisfaction is higher for Independent Living tenants, but fairly similar across the three areas. The demographics section at the end of this report further demonstrates that older tenants are more satisfied, as are newer tenants and those who responded to the survey by telephone.





# Recommendations

## Repairs & Maintenance

The survey reveals many areas of good performance, with many increasing in satisfaction since last year, but it has also highlighted some areas where improvements could be made.

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

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

Although some of the highest levels of satisfaction are found for the repairs service, and satisfaction has improved in some areas since the previous survey, it is one of the main focuses of negative comments when tenants were asked to expand on their answers. In particular, tenants mentioned the timescales to complete work, with long delays and having to chase for updates. These concerns could be linked to issues around resources and delays caused by more urgent problems. Tenant expectations around timescales can also sometimes be hard to match. Good communication is important so tenants are fully aware of when a repair will be done and kept informed of any progress or delays. Tenants also mentioned the quality of repair work, which suggests spot-checking may be necessary to ensure standards are met. If this is already in place, a review of the process here is advised. The home being well maintained is the key driver for overall satisfaction, so it is important that improvements are made wherever possible. Some tenants are also experiencing problems with damp and mould, which need to be resolved as a matter of urgency, particularly in the context of Awaab's Law.

## Neighbourhood Management

Of all the satisfaction measures in the survey, two of those that tenants are the least satisfied with are the cleaning and maintenance of communal areas (66%) and the approach to handling ASB (59%), with these two measures being the ones falling below the Acuity median. Tenants mention issues around grounds maintenance, such as overgrown gardens and grass, as well as the communal areas cleaning service. Regular cleaning and maintenance are important to help ensure there are no safety concerns and that tenants are happy with their shared spaces. A review of these services is, therefore, recommended. Again, keeping tenants informed about when to expect cleaning and maintenance can help manage their expectations. The results also suggest some tenants are unsure about the contribution Lancaster City Council makes to the local area as their landlord, and more could be done to promote and publicise this. One possible avenue is setting up regular community meetings with tenants to discuss any neighbourhood concerns they have, such as ASB, as well as keeping tenants informed about what is happening in the neighbourhood, and collaborating with other organisations to help resolve issues. A more proactive approach to solving problems, such as littering, will also help tenants feel like their voices are being heard.

## Complaints Handling

Since the introduction of the TSMs, the handling of complaints has been consistently the lowest-rated service, and it is also the lowest-rated in this survey. One-fifth of tenants said they had made a complaint, but the question of 'what is a complaint?' to tenants continues, so it is not clear how many of these are genuine complaints or service requests. Dissatisfaction is high at 52%, and although the survey did not include any follow-up questions, this is often linked to the quality and frequency of communications. Where landlords do well with complaints, it is usually because they are clear on how and when tenants should complain, what they can expect in terms of service and have regular updates on progress. Some landlords have included further questions to find out more about the process and where things do not work as well as they should; this is something Lancaster City Council may wish to consider for the future.

# Resident Sentiment Index (RSI)

## Resident Sentiment Index (RSI): Overview

Our new Resident Sentiment Index (RSI) uses a sector-specific sentiment categorisation model developed from decades of housing data and commentary. It allows landlords to move beyond satisfaction scores by showing not only how residents feel, but why. The framework includes 7 key open ended TSM questions across each of the main service areas, allowing organisations to benchmark with their peers.

Our model analyses open-ended survey responses across key service areas, categorising them using a deep learning sentiment engine. Each comment is scored on a 5-point scale (from -5 to +5) and grouped by category, subcategory, and – where relevant – cross-cutting attributes such as trust, listening, or communication. These attributes help identify what drives sentiment within services like repairs or tenancy management.

Note: Not every subcategory will have attributes. Some service areas (e.g. Property Condition, Neighbourhoods) are stand-alone themes that don't require further layering.

## Key Features

- A clear, overall sentiment score for your organisation and each service area
- Detailed analysis by category, subcategory, and (where applicable) attribute
- Automated, regulator-ready reporting aligned to TSM and STAR survey requirements
- Scalable benchmarking for tracking performance over time and against sector peers

## How We Categorise Feedback

We follow a multi-stage process to turn unstructured comments into actionable insight:

- **Model Design:** Combining housing sector expertise with real resident language to build a structured categorisation model
- **Expression Building:** Creating comprehensive expressions to detect key themes and sentiments
- **Testing & Tuning:** Refining expressions to maximise accuracy and coverage
- **Deployment:** Automatically categorising and scoring comments at scale

Some feedback will remain “Uncategorised” – particularly when language is highly specific, off-topic, or outside current theme coverage. This is expected and will reduce as the model continues to grow.



# Demographics



# Tenure

As has been shown throughout this report, Independent Living tenants tend to be more satisfied than their General Needs counterparts. In fact, they are more satisfied with all of the measures in the survey and more likely to recommend Lancaster City Council to other people.

As will be shown on the following page, one reason for this can be the age of the tenants; however, the different levels of services offered can also have an impact.

Several of the biggest differences are around neighbourhood management, including the cleaning and maintenance of communal areas (25% more Independent Living tenants satisfied), and the approach to handling anti-social behaviour (28% more Independent Living tenants satisfied).

|                            | All Tenants | General Needs | Independent Living |
|----------------------------|-------------|---------------|--------------------|
| Overall Satisfaction       | 76%         | 73%           | 92%                |
| Well Maintained Home       | 79%         | 76%           | 95%                |
| Safe Home                  | 82%         | 80%           | 96%                |
| Repairs Last 12 Months     | 83%         | 80%           | 100%               |
| Time Taken Repairs         | 78%         | 75%           | 94%                |
| Overall Repairs            | 77%         | 74%           | 92%                |
| Communal Areas             | 66%         | 58%           | 83%                |
| Neighbourhood Contribution | 68%         | 64%           | 86%                |
| Approach to ASB            | 59%         | 56%           | 84%                |
| Listens & Acts             | 69%         | 65%           | 89%                |
| Kept Informed              | 80%         | 78%           | 94%                |
| Fairly & with Respect      | 82%         | 81%           | 91%                |
| Easy to Deal With          | 80%         | 78%           | 92%                |
| Complaints Handling        | 36%         | 35%           | 45%                |
| NPS (Promoters)            | 48%         | 45%           | 63%                |



## Area

Lancaster City Council operates over three main areas, Lancaster, Carnforth and Morecambe. The majority of the responses are from Lancaster (480), with far fewer from Morecambe (98) and Carnforth (61).

Overall satisfaction is very similar across the three areas, ranging from 76% in Lancaster to 78% in Morecambe.

Many of the differences are relatively small, suggesting consistent service delivery. For example, satisfaction with the overall repairs service is within 82% to 84% for all three areas.

The contribution made to the neighbourhood and the approach to handling anti-social behaviour do vary slightly more; 54% of tenants in Morecambe are satisfied with the handling of ASB, compared with 72% in Carnforth.

|                            | All Tenants | Lancaster | Morecambe | Carnforth |
|----------------------------|-------------|-----------|-----------|-----------|
| Overall Satisfaction       | 76%         | 76%       | 78%       | 77%       |
| Well Maintained Home       | 79%         | 78%       | 83%       | 81%       |
| Safe Home                  | 82%         | 82%       | 84%       | 84%       |
| Repairs Last 12 Months     | 83%         | 82%       | 84%       | 84%       |
| Time Taken Repairs         | 78%         | 77%       | 80%       | 81%       |
| Overall Repairs            | 77%         | 77%       | 78%       | 73%       |
| Communal Areas             | 66%         | 64%       | 72%       | 65%       |
| Neighbourhood Contribution | 68%         | 69%       | 71%       | 59%       |
| Approach to ASB            | 59%         | 58%       | 54%       | 72%       |
| Listens & Acts             | 69%         | 68%       | 78%       | 63%       |
| Kept Informed              | 80%         | 79%       | 90%       | 75%       |
| Fairly & with Respect      | 82%         | 81%       | 87%       | 89%       |
| Easy to Deal With          | 80%         | 79%       | 84%       | 83%       |
| Complaints Handling        | 36%         | 34%       | 47%       | 42%       |
| NPS (Promoters)            | 48%         | 48%       | 51%       | 41%       |



# Age Group

It is common in surveys of this type that satisfaction generally increases with age, and this appears to be the case for Lancaster City Council.

Tenants aged 65 to 74 and 85 and over are the most satisfied with the overall service provided by the Council (89%), with those aged 35 to 44 the least satisfied (59%). All tenants aged over 85 are also satisfied with several measures, including that they are provided with a safe home.

Tenants aged 25 to 34 are the least satisfied with several measures, including just 25% satisfied with the cleaning and maintenance of communal areas. This group is also the least likely to recommend the Council's Housing Service to other people (29%).

The general trend is consistent with many other surveys and means that the age profile of different landlords will be a major factor in determining satisfaction levels.

It is not entirely clear why this is, but it could be that older people are generally less likely to complain and, perhaps, put up with lower standards of service, whereas younger tenants can have higher expectations of what they feel services should look like.

|                            | All Tenants | 0 - 24 | 25 - 34 | 35 - 44 | 45 - 54 | 55 - 59 | 60 - 64 | 65 - 74 | 75 - 84 | 85 +   | Unknown |
|----------------------------|-------------|--------|---------|---------|---------|---------|---------|---------|---------|--------|---------|
| Overall Satisfaction       | 76%         | 100% * | 69%     | 59%     | 64%     | 69%     | 80%     | 89%     | 88%     | 89%    | 80%     |
| Well Maintained Home       | 79%         | 86% *  | 64%     | 59%     | 71%     | 75%     | 89%     | 94%     | 94%     | 94%    | 77%     |
| Safe Home                  | 82%         | 83% *  | 61%     | 64%     | 77%     | 81%     | 86%     | 97%     | 95%     | 100%   | 83%     |
| Repairs Last 12 Months     | 83%         | 100% * | 70%     | 68%     | 74%     | 83%     | 87%     | 89%     | 100%    | 100% * | 89%     |
| Time Taken Repairs         | 78%         | 75% *  | 68%     | 67%     | 65%     | 72%     | 93%     | 85%     | 94%     | 100% * | 76%     |
| Overall Repairs            | 77%         | 100% * | 61%     | 64%     | 67%     | 71%     | 79%     | 85%     | 90%     | 100%   | 82%     |
| Communal Areas             | 66%         | 67% *  | 25%     | 63%     | 52%     | 62%     | 63%     | 73%     | 76%     | 100% * | 88%     |
| Neighbourhood Contribution | 68%         | 67% *  | 52%     | 58%     | 57%     | 57%     | 79%     | 77%     | 78%     | 100% * | 74%     |
| Approach to ASB            | 59%         | 25% *  | 45%     | 45%     | 58%     | 50%     | 66%     | 68%     | 74%     | 100% * | 64%     |
| Listens & Acts             | 69%         | 67% *  | 61%     | 50%     | 66%     | 64%     | 76%     | 74%     | 82%     | 100%   | 70%     |
| Kept Informed              | 80%         | 100% * | 69%     | 71%     | 71%     | 78%     | 88%     | 81%     | 92%     | 100%   | 84%     |
| Fairly & with Respect      | 82%         | 100% * | 83%     | 71%     | 77%     | 65%     | 87%     | 87%     | 94%     | 79%    | 91%     |
| Easy to Deal With          | 80%         | 86% *  | 76%     | 65%     | 70%     | 71%     | 86%     | 85%     | 93%     | 100%   | 88%     |
| Complaints Handling        | 36%         | 80% *  | 27%     | 27%     | 56%     | 25%     | 30%     | 31%     | 50%     | 100% * | 22% *   |
| NPS (Promoters)            | 48%         | 43% *  | 29%     | 39%     | 42%     | 40%     | 54%     | 55%     | 64%     | 77%    | 50%     |

\*Base below 10



# Length of Tenancy

When looking at the length of tenancy of tenants, satisfaction does tend to be high for newer tenants, as seen here, where the under one year and less than 1-3-year groups are highly satisfied with most measures.

Tenants with tenancy lengths of 11 to 20 years are also highly satisfied, including 90% with the overall repairs service over the last 12 months. These tenants may have a higher sense of loyalty and commitment to the Council and feel settled in their homes, having been there for a long time. They are also more likely to be older tenants.

Tenants of four to five years are generally the least satisfied, including with the overall service provided (64%) and that their homes are well maintained (66%). At this point in their tenancy, tenants may start to experience more problems with their home, such as with its maintenance, and may, for instance, have been waiting for repairs for some time.

|                            | All Tenants | < 1 year | 1 - 3 years | 4 - 5 years | 6 - 10 years | 11 - 20 years | Over 20 years |
|----------------------------|-------------|----------|-------------|-------------|--------------|---------------|---------------|
| Overall Satisfaction       | 76%         | 83%      | 82%         | 64%         | 72%          | 74%           | 79%           |
| Well Maintained Home       | 79%         | 82%      | 83%         | 66%         | 76%          | 80%           | 85%           |
| Safe Home                  | 82%         | 91%      | 85%         | 75%         | 75%          | 81%           | 88%           |
| Repairs Last 12 Months     | 83%         | 92%      | 91%         | 82%         | 71%          | 82%           | 90%           |
| Time Taken Repairs         | 78%         | 100%     | 83%         | 78%         | 65%          | 75%           | 88%           |
| Overall Repairs            | 77%         | 90%      | 85%         | 63%         | 71%          | 74%           | 82%           |
| Communal Areas             | 66%         | 60%      | 74%         | 52%         | 60%          | 61%           | 82%           |
| Neighbourhood Contribution | 68%         | 77%      | 76%         | 63%         | 62%          | 61%           | 75%           |
| Approach to ASB            | 59%         | 77%      | 64%         | 52%         | 55%          | 56%           | 63%           |
| Listens & Acts             | 69%         | 88%      | 78%         | 59%         | 59%          | 63%           | 77%           |
| Kept Informed              | 80%         | 92%      | 85%         | 80%         | 74%          | 75%           | 86%           |
| Fairly & with Respect      | 82%         | 93%      | 84%         | 76%         | 79%          | 79%           | 89%           |
| Easy to Deal With          | 80%         | 80%      | 86%         | 74%         | 72%          | 80%           | 86%           |
| Complaints Handling        | 36%         | 80% *    | 38%         | 36%         | 29%          | 37%           | 33%           |
| NPS (Promoters)            | 48%         | 55%      | 53%         | 43%         | 44%          | 48%           | 49%           |



# Property Type

Lancaster City Council has three main property types: flats, houses and bungalows, as well as some bedsits and maisonettes.

It is, perhaps, no surprise that those in the bungalows are the most satisfied with the overall service; these are not only desirable types of property but are more likely to be occupied by older tenants, who, as has been previously shown, tend to be the most satisfied. However, the few tenants of bedsits are also highly satisfied, including all being satisfied that they are provided with a safe home.

There is little difference between the other two main property types, with 75% of tenants in flats satisfied overall and 71% in houses, whilst 49% and 42% respectively would recommend Lancaster City Council to other people.

|                            | All Tenants | BSIT  | BUNG | FLAT | HOUS | MAIS  |
|----------------------------|-------------|-------|------|------|------|-------|
| Overall Satisfaction       | 76%         | 78%   | 88%  | 75%  | 71%  | 63% * |
| Well Maintained Home       | 79%         | 94%   | 91%  | 78%  | 73%  | 50% * |
| Safe Home                  | 82%         | 100%  | 95%  | 73%  | 80%  | 75% * |
| Repairs Last 12 Months     | 83%         | 86% * | 95%  | 82%  | 76%  | 86% * |
| Time Taken Repairs         | 78%         | 88% * | 86%  | 81%  | 70%  | 86% * |
| Overall Repairs            | 77%         | 88%   | 86%  | 77%  | 70%  | 88% * |
| Communal Areas             | 66%         | 94%   | 70%  | 59%  | 69%  | 60% * |
| Neighbourhood Contribution | 68%         | 100%  | 78%  | 67%  | 59%  | 80% * |
| Approach to ASB            | 59%         | 89% * | 73%  | 53%  | 54%  | 60% * |
| Listens & Acts             | 69%         | 86%   | 78%  | 66%  | 65%  | 50% * |
| Kept Informed              | 80%         | 88%   | 86%  | 80%  | 76%  | 71% * |
| Fairly & with Respect      | 82%         | 82%   | 88%  | 81%  | 80%  | 88% * |
| Easy to Deal With          | 80%         | 88%   | 85%  | 80%  | 77%  | 88% * |
| Complaints Handling        | 36%         | 67% * | 36%  | 41%  | 29%  | 50% * |
| NPS (Promoters)            | 48%         | 40%   | 60%  | 49%  | 42%  | 38% * |

\*Base below 10



# Method

The survey this year used a mixed-mode methodology, employing both telephone and online surveys to improve the final response rate. The majority of tenants completed the survey by telephone (562), with 77 online responses.

The table to the right demonstrates how tenants who completed the survey online are consistently less satisfied. For example, 65% of these tenants are satisfied overall, compared with 78% who took part in a telephone interview.

When considering the changes in satisfaction since the previous survey, it is, therefore, important to note that last year the survey was carried out completely by telephone.

Nonetheless, there are benefits to having an online element, such as tenants completing the survey who would otherwise not have done so. Tenants may also find it easier to give more honest responses than when talking to a person on the phone.

|                            | All Tenants | CAWI | CATI |
|----------------------------|-------------|------|------|
| Overall Satisfaction       | 76%         | 65%  | 78%  |
| Well Maintained Home       | 79%         | 72%  | 80%  |
| Safe Home                  | 82%         | 77%  | 83%  |
| Repairs Last 12 Months     | 83%         | 78%  | 83%  |
| Time Taken Repairs         | 78%         | 67%  | 79%  |
| Overall Repairs            | 77%         | 63%  | 78%  |
| Communal Areas             | 66%         | 61%  | 66%  |
| Neighbourhood Contribution | 68%         | 52%  | 70%  |
| Approach to ASB            | 59%         | 43%  | 62%  |
| Listens & Acts             | 69%         | 52%  | 71%  |
| Kept Informed              | 80%         | 59%  | 83%  |
| Fairly & with Respect      | 82%         | 70%  | 84%  |
| Easy to Deal With          | 80%         | 66%  | 82%  |
| Complaints Handling        | 36%         | 12%  | 40%  |
| NPS (Promoters)            | 48%         | 39%  | 49%  |



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

For further information on this report please contact:  
**Adam Jewitt:** adam.jewitt@arap.co.uk

Acuity  
Tel: 01273 287114  
Email: acuity@arap.co.uk  
Address: PO Box 395, Umberleigh, EX32 2HL



**Theme 1 – Housing and Regeneration Priorities/Increasing the supply of housing**

| Action   | Outcome  | Lead                          | Timescale   | Resource Implications   | Progress  |
|--|--|-------------------------------|---|---|---|
| Explore and deliver a regeneration programme for the Canal Quarter which includes mixed tenure residential housing                                       | To increase the supply of high quality and energy efficient homes in the city centre to meet a wide range of local housing need. Contributes towards climate change mitigation | Strategic Projects Manager    | SRF prepared 2019 – project scope/length not determined yet   | Would require prudential borrowing – costs to be determined       | Successful BLRF funding bid made. First Phase 1 site at Nelson Street car park now has planning permission/HE funding in place. SoS Spring 2026. PME completed for Coopers Field. |
| Explore and take forward a new programme of housing acquisitions in Morecambe  | To improve the existing housing stock and to increase the choice and quality of housing in Morecambe. Contributes towards climate change mitigation                            | To be identified              | Feasibility commenced 2020  | Prudential borrowing - £3M initially committed                    | Project found to be unviable at present. May review at a future point.  |
| Identify options to provide a comprehensive regeneration scheme for Mainway following detailed consultation with tenants, residents and key stakeholders | To significantly improve the quality, thermal efficiency and design of housing provided. Contributes towards climate change mitigation   | Head of Housing/Asset Manager | Feasibility commenced 2019/ Consultation 2020/ project period not determined yet but will be beyond Strategy period | Borrowing for development to be determined through Business Case. | Ongoing:- Skerton School site acquired and planning permission granted. Preliminary Market Engagement   |

|  |   |   |  |                                       |   |
|--|---|---|--|---------------------------------------|---|
|  |   |   |  |                                       | undertaken in Dec 2025 to further explore delivery options and identify suitable RP/developer partners.   |
| Explore and bring forward a purpose-built extra care scheme in north Lancaster   | Will meet the local need identified and aligns to the Care and Support Strategy 2019. Increases the choice and quality of housing for older people. Contributes towards climate change mitigation | Principal Housing Strategy Manager              | Feasibility commenced 2020   |                                       | Planning permission granted although delays with S106. Still to identify a suitable RP to lead on delivery (trigger in the Legal Agreement to facilitate this). |
| Seek authority to consult on regeneration options for Ridge Square, identify suitable options and mechanisms that could be taken forward | To improve the quality of the existing housing and provide a more suitable layout seeking to retain services for local residents  | Head of Housing/Asset Manager                   | 2023/24  | Still to be ascertained               | Site visit took place in July 2021. Not being taken forward at this time.as lower priority scheme.  |
| Implement a programme of refurbishment to Mellishaw Caravan Park   | To bring about comprehensive improvements to the standard and quality of the site   | Head of Housing/Repairs and Maintenance Manager | Consultation May 21<br>Construction Jan 22 –<br>March 23 anticipated | GF reserves already committed - £1.2M | <b>Completed</b>  |

|  |   |   |                                 |  |   |
|--|---|---|---------------------------------|--|---|
| Review opportunities to acquire or develop new build housing in Morecambe if the Future High Streets bid is successful                                   | Would increase the portfolio of housing delivered through the LATCo and contribute to regeneration priorities for Morecambe                                   | Director of Economic Growth and Regeneration  | April 22                        |  | <b>Bid unsuccessful. LATCo is currently dormant due to increased interest rates and increases in construction costs</b> |
| Explore residential schemes identified through the Capital Investment Strategy process on a case by case basis and subject to having necessary resources | Would increase the portfolio of housing delivered through the LATCo and could meet a local housing need   | Strategic Projects Manager/Principal Housing Strategy Officer                         | As and when identified          | GF through prudential borrowing and subject to Business Case | <b>LATCo is currently dormant due to increased interest rates and increases in construction costs.</b>                  |
| Appoint legal and financial consultants to investigate and recommend options to create a new Local Authority Housing Company (LATCo)                     | To generate the necessary finance to bring housing projects into fruition. To clearly understand the legal and financial implications of setting up the LATCo | Head of Housing/Principal Housing Strategy Officer/ Legal Services/Financial Services | Consultants appointed July 2020 | Funded through GF.   | <b>Completed</b>  |
| Undertake analysis of the HRA borrowing opportunities  | To establish the potential headroom to fund schemes identified  | Head of Housing   | Consultants appointed July 2020 | Funded through HRA.  | <b>Completed by LINK/MIAA in respect of Mainway</b>   |
| Increase development capacity by creating dedicated officer  | Interim MD will be required of the LATCo within existing resources. Existing Technical  | Chief Exec/Head of Housing Services/Repairs   | April 2021                      | Existing resources if this proves possible                   | <b>Completed – Asset Manager seconded into</b>  |

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| resources to lead on key priorities and to work alongside existing staff.                                     | Officer vacant post to incorporate some operational development activities and then capacity to be reviewed again by April 22     | and Maintenance Manager   |   |   | Development Manager role.  |
| Acquire Investment Partner Status/explore Registered Provider Status for the LATCo through Homes England      | To draw down Affordable Homes Programme Grant and any other available funding   | Head of Housing/Principal Housing Strategy Officer                            | March 2021 for Investment Partner Status in HRA<br>RP status for LATCo April 22 to undertake feasibility/cost benefit & risk analysis | Existing resources  | Completed  |
| Purchase the ProVal development appraisal system  | To run development appraisals that demonstrate viability  | Head of Housing Services/Principal Housing Strategy Officer                   | April 2021  | Software funded through HRA   | Completed  |
| Review of the Meeting Housing Needs SPD   | To provide greater interpretation and implementation of policies in the newly adopted Local Plan                                  | Planning Officer (Housing and Communities)                                    | April 2021  | Existing resources.   | Completed  |
| Investigate the Implementation of a Fixed Transfer Policy for Affordable Housing Units                        | Provides a level playing field for all Registered Providers and simplifies the negotiations for affordable housing                | Principal Housing Strategy Officer/Planning Officer (Housing and Communities) | April 22  | Will form part of the Local Plan Review Viability Study – budget already in place via GF. | Deferred until Local Plan review. RP Framework taken forward through ICMD August 2022. |
| Support the development of two Community Led Housing schemes in Halton and support any emerging community led | Will provide 26 affordable homes for local people including 2 accessible, and 14 market sale. Will support community cohesion and | Principal Housing Strategy Officer/Community Housing Officer                  | Start on site expected April 2021   | Community Housing Fund (direct award from central government) now fully allocated.        | Lune Valley CLT development completed 22/23. Lapwing Housing Co-Op                     |

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| schemes that are identified | independent living among the over 55s |  |  |  | (10 Beds) completed.<br>Senior Co-Housing Scheme unviable/ revised scheme being pursued. |
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**Theme 2 – Improving Housing Quality**

| Action   | Outcome   | Lead                            | Timescale          | Resource Implications  | Progress  |
|--|---|---------------------------------|--------------------|--|---|
| Purchase the BRE housing stock condition module and consider the merits of the preparation of a Private Sector Housing Renewal Strategy when data is available | To obtain comprehensive data on the existing dwelling stock which will allow detailed analysis and the targeting of poorly performing properties                        | Housing Standards Manager       | April 2021 onwards |  | <b>Completed.</b><br>BRE appointed to prepare a Housing Stock Condition Survey. |
| Create a new Retrofit Advisor officer post within the HIA  | To increase existing staff capacity to be able to undertake independent assessments of properties in need of energy measures – contributes to climate change mitigation | Home Improvement Agency Manager | April 2021         | New post would be fixed term for 12 months funded from HIA reserves  | <b>Completed</b> and subsequently mainstreamed through HIA.                     |
| Implement the Service Improvement Plan for the HIA to introduce a new charging system for able to pay residents  | Will ensure future services are sustainable and that free services can continue for those that need it  | Home Improvement Agency Manager | April 2021         | Should be delivered through existing resources and income generation | <b>Completed</b>  |

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| whilst continuing to deliver free core services to the most vulnerable   |  |  |                                      |   |  |
| Review whether the council should implement Selective Licensing in Morecambe and if approved, use the data to review whether Article 4 Direction could be applied to better control applications for HMO's                   | An additional tool to increase the quality and management of private sector housing stock in a designated area | Housing Standards Manager                                    | September 2021 to start consultation |   | Cabinet decision not to implement Selective Licensing taken in 2024. Data collection currently ongoing to identify HMO's in Morecambe. |
| Continue to pro-actively reduce the number of empty homes and explore funding opportunities wherever possible and investigate a programme of acquiring empty homes, refurbishing and selling or retaining through the LATCo. | To reduce the number of empty homes in Lancaster district  | Empty Homes Officer  | Ongoing                              | Some research undertaken in providing loans to Empty Homes owners in 2025 but funding not yet identified. | Completed – Empty Homes Strategy 2025-2030 adopted.  |
| Develop a new social lettings agency either delivered in-house or  | To increase the supply of good quality private rented accommodation.   | Head of Housing/Principal Housing Strategy Officer/Principal | October 2021                         | Existing resources and through a future bid (MHCLG Next Steps Accommodation)                              | Explored but not taken forward due to reductions   |

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| through a new partnership   |   | Housing Options Manager           |                   |  | in use of B&B/Hotels.  |
| Develop and implement a retrofit action plan for existing council housing stock                           | To understand the costs and delivery of options/measures to increase the energy performance of all council housing to a minimum of EPC C – contributes to climate change mitigation | Head of Housing/Technical Manager | March 2022 – 2030 | Review of existing HRA Capital Programme/bids for government funding | Climate Statement completed. Work still underway. Successful bids made under LAD1B/Wave 2 SHDF and through consortia bid for SHDF Wave 3 with Liverpool City Region. |
| Create a new Energy Advice Officer within Council Housing Services  | To support tenants by providing advice on heating systems, budgeting and implementing new energy measures to combat fuel poverty – contributes to climate change mitigation         | Head of Housing                   | March 2021        | HRA  | Completed  |
| Arrange Retrofit Assessor Training to RMS staff who have completed the Domestic Energy Assessor Training. | To ensure compliance to PAS 2035/Trustmark accreditation – contributes towards climate change mitigation  | Repairs and Maintenance Manager   | April 2021        | Funding made available through UKSPF 2024/2025 training programme.   | Completed  |
| Investigate/develop a disposal policy for existing HRA stock  | Where properties are uneconomical to maintain/improve and the   | Head of Housing/Neighbourhood     | April 2021        | HRA but could be cost neutral  | Still pending  |

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|  | capital receipt could be used to build/purchase other more suitable dwellings – contributes towards climate change mitigation | and Support Services Manager |  |  |  |
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**Theme 3 Meeting the needs of Communities and Supporting Residents**

| Action  | Outcome                   | Lead                              | Timescale     | Resource Implications                                 | Progress   |
|---|---------------------------|-----------------------------------|---------------|---|--|
| Implement the actions identified in the council’s Homelessness Strategy 2020-23 which seeks to improve the services provided to people who are homeless or threatened with homelessness   | To prevent homelessness   | Principal Housing Options Manager | 2020-2023     | Existing resources/future funding bids where possible | <b>Completed.</b> Homelessness Strategy 2023/28 adopted. Annual reviews of the Homelessness Strategy completed. Work to bring forward updated Strategy underway. |
| Utilise the award of revenue funding from the Next Steps Accommodation bid by planning additional winter provision, set up the Help2Rent Landlord incentive scheme, facilitate timely moves from supported housing and extend the intensive floating support services | To prevent rough sleeping | Principal Housing Options Manager | By April 2021 | All funded through NSAP bid                           | <b>Completed</b>   |

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| Increase the supply of long-term accommodation available to people who are homeless either provided by the council or through a partnership/partner organisation/Private Sector Landlords | Reduces time in temporary accommodation, provides timely offers to people in supported housing schemes and prevents homelessness  | Principal Housing Strategy Officer/Principal Housing Options Manager | Ongoing            | Prudential borrowing through the LATCo/HRA/future bids for grant funding and through existing partnerships with RP's | RSAP bid successful. Jubilee Court purchased. 87 King Street being explored. Ongoing through RP's and HRA sites. New officer post in place for PRS engagement. Funding achieved through RSI for Housing First model. |
| Review the council's current allocation scheme  | Will allow swifter offers of accommodation to be made to homeless households occupying temporary accommodation  | Principal Housing Options Manager/Choice Based Lettings Manager      | October 2020       | Existing resources   | Completed  |
| Purchase a new Choice Based Lettings system   | Allows better integration between the homelessness system and CBL system, more cost effective than upgrading existing system and will deliver an improved service to customers and greater range of housing choices | Principal Housing Options Manager/Choice Based Lettings Manager      | September 2021     | HRA  | Completed. Locata CBL system now live and fully operational  |
| Investigate a retrofitting scheme for properties being acquired through the LATCo bringing together a model   | Will increase the skills and experience of council staff and local contractors as   | Head of Housing/Economic Development/Development Team                | 2020 until 2023/24 | Prudential borrowing required  | Scheme explored and deemed unviable.   |

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| which includes council staff, local contractors and existing residents   | well as tackling unemployment   |   |                      |  |   |
| Carry out an audit of existing council housing stock and options needed to increase digital connectivity   | Will aid management of the housing stock and improve the life chances of council tenants.               | Repairs and Maintenance Manager   | March – September 22 | Existing resources   | 88% stock condition surveys completed to date. Digital connectivity work still pending.   |
| Develop a detailed action plan and explore new ways of delivering services and best practice to be agreed by Housing Leads and Children’s Social Care Commissioning Leads following the planned re-tendering of services in Lancaster Wyre and Fylde | To increase the supply of housing options for young people including children looked after.             | Principal Housing Options Manager/Principal Housing Strategy Officer/Commissioning Leads at Lancashire County Council | April 2021           | Primarily RP’s but could include some provision through HRA/LATCo. | Pending – some retendering of services has taken place but current arrangements between districts and county council require improvement and better management. |
| To increase the supply of one-bedroom accommodation and where possible, in a dispersed setting for people with complex needs/ex-offenders  | Will contribute towards community safety, offender management and prevent homelessness                  | Principal Housing Options Manager/Principal Housing Strategy Officer  | Ongoing until 2025   | HRA/LATCo/Future bids (MHCLG Next Steps Accommodation              | Completed. RSAP bid successful although provision for high-risk offenders still need to be addressed.   |
| Pilot a bespoke Housing First model in Lancaster district  | Will increase the treatment/housing options people who have a long-standing history of substance misuse | Head of Housing/Principal Housing Options Manager   | March 2022           | Existing resources   | Funding bid through RSI successful. Identifying suitable tenancies  |

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|  |   |                                    |                    |   | has created delays but some accommodation now identified with work ongoing to identify more.  |
| To work in partnership with Commissioning Leads at Lancashire County Council to bring forward supported living schemes for people with Learning and/or Physical Disabilities/Mental Ill Health | To increase the existing provision by a further 60 apartments over a five-year period | Principal Housing Strategy Officer | Ongoing until 2025 | Envisaged to be delivered by Registered Providers | Housing with Care Steering Group and Locality Groups set up with delivery plans in place. To date two new services delivered and a third expected to apply for planning permission in 2026. |
| Increase the supply of purpose-built wheelchair properties where possible  | To provide more specialist housing to people with physical disabilities               | Principal Housing Strategy Officer | Ongoing until 2025 |   | Ongoing through development opportunities. Local Plan policy on dwelling standards to be reviewed - 20% M4(2) requirement currently.  |
| To work collaboratively with Lancashire County Council   | To increase the housing options available to older                                    | Principal Housing Strategy Officer | Ongoing until 2025 | HRA /Registered Providers                         | Completed - First Extra Care  |

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| Commissioning Leads to bring purpose built extra care schemes into fruition | people to allow them to live in an independent setting for as long as possible |  |  |  | Scheme in Lancaster due for handover in 2026. |
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| <u>Matter for Consideration</u>  | <u>Detail</u>  | <u>Expected Date of Meeting</u> | <u>Outcomes</u> |
|--|--|---------------------------------|-----------------|
| Housing Needs.   | Is the City Council's Housing Strategy delivering the housing needs of the district?<br>Min 12, 01.08.24.  | 4 <sup>th</sup> March 2026.     |                 |
| Tenants Satisfaction Measures (TSM).   | That the action plan for addressing the improvements required and the Complaint Annual Report be considered by the Committee at a future meeting. Min 41, 08.01.25.  | 4 <sup>th</sup> March 2026.     |                 |
| Social Housing Policy and practice.  | How sustainable is our current housing policy.<br><br>Home strategy 2020-2025 – request an update.   | 4 <sup>th</sup> March 2026.     |                 |
| Pre-decision Scrutiny Protocol.  | Report back from the Informal Working Group.<br>Min 50, 21.01.26.  | 1 <sup>st</sup> April 2026.     |                 |
| Derelict Properties in the West End of Morecambe.  | Focus on West End of Morecambe. Request Chief Officer – Sustainable Growth to report at a future meeting on his area of responsibility.<br><br>Min 14, 02.07.25, resolution (5).   | 1 <sup>st</sup> April 2026.     |                 |
| Arndale Centre in Morecambe.   | Concerns about the current state of the Arndale Centre in Morecambe and whether the Council is aware of any plans or discussions regarding its future.<br><br>Update on Morecambe Master Plan from Chief Officer – Sustainable Growth – consider at the same meeting as West End Regeneration item.<br><br>Min 14, 02.07.25, resolution (5).   | 1 <sup>st</sup> April 2026.     |                 |
| A review of the role the City Council has in promoting and supporting economic development, both large and small businesses, within the district and its impact. Include Business Support. | The Economic Development Strategy to be considered by the Committee when it was available before it is considered by Cabinet. February 2025.<br><br>The Committee was advised that the Economic Development Strategy, which was included in the Committee's Work Programme, was currently being drafted. The draft Strategy would be considered by the Committee once it was complete. Min 51, 05.02.25. | 1 <sup>st</sup> April 2026.     |                 |
| Remote monitoring of litter bins and route optimisation.   | That the Litter Bin monitoring Dashboard be considered by the Committee at a future meeting.<br>Min 44, 08.01.25.  | 1 <sup>st</sup> April 2026.     |                 |
| Annual Health Care meeting.  | That the Overview and Scrutiny Committee establish an annual meeting to discuss healthcare matters in the district and invite  | 3 <sup>rd</sup> June 2026.      |                 |

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|  | representatives of relevant NHS bodies, including the local Clinical Commissioning Group and local medical practices. This meeting to take place in the next Municipal Year.<br><br>Min. 20, 16.12.21.  |                |  |
| Community Safety.  | Regular updates to be provided to the Committee prior to the meeting in November 2025. Min 35, 20.11.24.<br><br>Annual meeting required – please see Constitution, O&S Procedure Rules.<br><br><b>Note:</b> The Cabinet Member with the relevant Portfolio to be invited to attend.   | November 2026. |  |
| Council Commercial services.   | The cafes etc run in house or externally franchised. A comparison of income from similar projects.<br><br>Understand scale of this and then look at outcomes. Invite Chief Officer – Environment and Place to discuss commercial activities and the policy approach, particularly cafes.  | Tbc.           |  |
| Community Resilience and Emergency Planning  | The Committee request a report detailing the following :-<br><br><ul style="list-style-type: none"> <li>• How can Councillors improve resilience within their communities</li> <li>• As community leaders, what is expected of Councillors</li> <li>• What training is required for Councillors – is there a programme of training or information for elected members</li> <li>• What is the role of Councillors</li> <li>• What are the procedures in place if there is an emergency</li> <li>• The outcomes detailed in the Local Government Association's Guidance on Civil Resilience.</li> </ul><br>Min 56, 21.01.26 | Tbc.           |  |
| Health and Safety – violence and aggressive behaviour against staff and Councillors. | Safety of staff and Cllrs.<br><br>Report on stats and how the Council supports people/information from the LGA. An overarching view and not operational. Report to be kept within the Council's Executive functions.  | Tbc.           |  |
| Government Waste Strategy.   | Update to be provided at appropriate time. Min 51, 21.01.26.  | Tbc.           |  |
|  | It was further agreed to invite the Executive Director of Adults, Health and Wellbeing to a   |                |  |

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| Village Agents – Lancashire County Council | future meeting to discuss Village Agents that had been introduced within Lancashire.<br><br>Min 66, 04.02.26 |  |  |
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### Task Groups/Working Groups

| Task Group/Working Group                               | Detail   | Meetings          |
|--|--|-------------------|
| Neighbourhood Management Informal Task Group.          | Scoping agreed and Informal Task Group established. Min 46, 08.01.25.                          | Ongoing.          |
| Pre-decision Scrutiny Protocol Informal Working Group. | Informal Working Group established Min 50, 21.01.26. Expectation to report back by March 2026. | Meeting arranged. |