LHP

CUSTOMER GOVERNANCE UPDATE

What We've Been Working On For You

Governance Update | April to June 2026

Our Board and Committees regularly look at our services, performance and plans to make sure we deliver to customers on our promises.

Here are some of the important things they have discussed and the decisions they have made over the last three months.

Vision Places to be proud of	**Mission** The basics, done well	**Promise** We listen and deliver what matters to you

Homes: *Safe and well-maintained homes, reliable repairs, and long-term care for homes*

Keeping Homes Safe

What we looked at *(Audit and Risk Committee in April and Board in June)*

Members reviewed landlord safety compliance, damp and mould work and preparations for Awaab's Law Phase 2 & 3. Most statutory safety measures were at or close to 100%. Electrical safety was 99.64% and gas safety was 99.73%. Most overdue cases were linked to difficulty gaining access. Members also heard that a Damp & Mould audit had identified improvements required to data quality and process consistency which had been impacted by a period of workforce change. The required changes have now been implemented.

What we heard from customers

Customer satisfaction with homes being well maintained had slightly decreased, mostly due to low response volumes. However, lower satisfaction with home conditions and feelings of safety are also related to neighbourhoods with older houses.

What members asked or decided

Members challenged access arrangements and whether reporting on emergency hazards gave enough assurance. They asked how no-access cases were managed and questioned why some neighbourhoods had weaker results for both maintenance and safety.

What this means for you

Most safety checks were complete, but some customers were still waiting for work or access-related cases to be resolved. Members did not treat high compliance figures as enough on their own and want to see the evidence that services are improving.

What happens next

Improvement actions will continue. Members will keep reviewing safety performance, access cases, Awaab's Law delivery and the evidence that processes are working.

Improving the Repairs Service

What we looked at *(Customer Focus Committee in May and Board in June)*

Members reviewed repairs performance including overdue repairs, work in progress, appointments, customer satisfaction, and complaints. They looked at whether improvements to the repairs service were leading to better outcomes for customers and reviewed progress on plans to improve the service.

What we heard from customers

Customers continued to raise concerns about repairs and communication. Members heard that complaints had increased and that missed, cancelled and rebooked appointments were a growing concern. Customer feedback and satisfaction results also showed that repairs remained a key issue affecting customers' experience of services.

What members asked or decided

Members challenged whether repairs improvements were making a noticeable difference for customers. They noted that some improvements in outstanding repair numbers were linked to data cleansing rather than service improvements and that day-to-day repairs performance had not improved as much as expected. Members asked for clearer reporting on overdue repairs, including information about customers who may be disproportionately affected. They also requested future reporting on cancelled and rebooked appointments and asked for clearer information showing the difference between repairs completed and records removed through data cleansing. A revised Repairs Stabilisation Plan was requested with clear actions, timescales and expected outcomes. Members also agreed that older repairs affecting customers with additional needs should be prioritised.

What this means for you

Some customers may still be experiencing delays, changes to appointments or a lack of updates about when work will be completed. members will continue to monitor repairs performance and challenge LHP where improvements are not happening quickly enough. They want to see evidence that repairs are being completed, waiting times are reducing and customers are having a better experience when they report a repair.

What happens next

A revised plan will return to the Board. Future reporting will cover overdue repairs, affected customer groups, appointments, call handling and progress in reducing outstanding work.

Learning from Empty Homes

What we looked at *(Board in June)*
Members took part in a community insight visit focused on empty homes. They looked at the challenges of repairing, re-letting and sustaining tenancies, as well as the changing needs of customers and communities. Members considered housing demand, the condition of older homes, support for new customers, allocations, and how data could be used to improve decision-making.

What members asked or decided
Members discussed whether current housing offers would continue to meet changing customer needs in the future. They noted that older homes can cost more to prepare for letting and that competition from the private rented sector may affect demand. Members also considered whether more support could help some customers sustain their tenancy successfully. Members highlighted the need for stronger partnership working with local authorities, particularly to help identify suitable customers for adapted homes earlier and support customers with specific needs.

What this means for you
The review may shape how empty homes are prepared and allocated. The aim is to make better use of available homes while considering customer needs, affordability and ensure support is available where extra help might be needed.

What happens next
An end-to-end review is underway and will examine the process from a home becoming empty to a new customer moving in and will inform future improvement work.

Customers: *Independence, clear information, customer influence, and services that meet different needs*

Using Customer Feedback to Improve Services

What we looked at *(Customer Influence Committee in May and Board in June)*
Members reviewed customer involvement, customer insight, and complaints. They considered what customers were saying through forums, surveys, complaints and tenant satisfaction measures, and whether this feedback was being used to improve services. Members also looked at differences in satisfaction between customer groups and the reasons behind customer complaints.

What we heard from customers
Customers said lack of communication, delayed repairs and responsiveness remained their main concerns. Many customers said they wanted clearer updates, quicker responses and better follow-through when problems were reported. Customers also said they wanted clearer evidence that their feedback leads to action and service improvements. Feedback showed that younger customers and some

customers with disabilities reported lower satisfaction in areas such as communication, repairs, listening and acting on feedback.

What members asked or decided

Members challenged whether customer feedback was leading to visible improvements and whether reports clearly showed how customer concerns were being addressed. They asked for clearer reporting on customer contact performance, including response times, call handling and customer communications. Further analysis was also requested to understand why satisfaction levels differ between customer groups.

What this means for you

For customers, this means members are looking beyond performance figures and focusing on real experiences. They want to see improvements in communication, responsiveness and service delivery, so that customers feel informed, supported and confident that their concerns are being acted upon.

What happens next

Members will continue to monitor customer satisfaction, complaints, communication performance and call handling. Further work will take place to understand the experiences of different customer groups, improve how customer feedback is used and strengthen "You Said, We Did" reporting so customers can more clearly see the action taken in response to their feedback. Learning from complaints, surveys and customer feedback will continue to be used to identify service improvements, particularly in repairs, communication and customer contact.

Giving Customers a Stronger Voice in Decision-making

What we looked at *(Customer Focus Committee & Remuneration & Nominations Committee in May and Board in June)*

Members reviewed the outcomes of customer co-design sessions that looked at how customers can have a stronger role in LHP's governance and decision-making. This included the role of Customer Committee Members, how meetings and reports are presented, recruitment arrangements, development and support, and the purpose of the Customer Focus Committee.

What we heard from customers

Customers involved in the co-design sessions wanted clearer role descriptions and to explain what the role involves in practice. They wanted information to be easier to understand, in plain English and more accessible. Customers also said support, development and relationship-building were important to help people feel confident in governance roles. They also highlighted the importance of showing clearly how customer views influence decisions and changes.

What members asked or decided

Members supported proposals that had been developed with customers. The Customer Influence Committee changed its name to the Customer Focus Committee and updated its Terms of Reference to *use plainer language and strengthen customer communication responsibilities. The proposed role description, person specification and learning and development approach for future independent customer members was also approved. Members challenged whether governance arrangements were accessible enough for customers and asked for continued improvements to reporting onboarding, training and support. They also requested further work to show how the committee adds value and how customer voices influence decisions across the wider organisation*

What this means for you

Members looked at ways to make involvement easier to understand and more accessible for a wider range of customers. For customers who want to have a say, this should make it clearer how to get involved, what opportunities are available and how customer feedback helps shape decisions about services. Members also discussed improving information and support so that more customers feel confident taking part.

What happens next:

Recruitment for independent customer members is planned for summer 2026. A structured onboarding, induction and development programme will be introduced for successful applicants. Further co-design sessions will take place to make governance reporting easier for customers to understand. Members will also continue reviewing how customer influence is measured and how it can be strengthened over time.

Improving how Customers are involved

What we looked at *(Customer Focus Committee in May)*

Members reviewed an independent review of LHP's customer engagement approach carried out by the Customer Scrutiny Panel. They also reviewed a new Customer Involvement Plan to strengthen customer influence, improve inclusion and increase the visibility of customer feedback in decision-making.

What we heard from customers

Customers said they wanted to see clear evidence that engagement leads to change and that feedback is acted on. They wanted to be involved earlier through co-design rather than being consulted after decisions had largely been developed. Customers also said involvement opportunities need to be more visible, more inclusive and easier to access. They highlighted that communication has a strong impact on how customers view engagement and involvement.

What members asked or decided

Members reviewed the findings and recommendations from the Customer Scrutiny Panel review and supported a move towards a more outcome-focused and co-design-led approach to customer involvement. They agreed that future customer involvement should focus more clearly on the impact of feedback and how changes are delivered and that progress should be monitored through assurance reporting. The new Customer Involvement Plan for 2026/27 was approved and replaces the previous customer engagement strategy with a more flexible approach focused on customer priorities, co-design and visible outcomes.

What this means for you

Customers will have more opportunities to work with LHP on issues that matter to them and help influence future improvements. The Plan should involve a wider range of customers so that decisions are informed by a broader range of experiences and views. For customers, this means a greater focus on showing how feedback is being used, creating more opportunities to influence services, and making it easier for different customers to have their voices heard.

What happens next

LHP will introduce new co-design panels focused on customer priorities, including repairs, empty homes and customer information. Work will also continue to improve communication, feedback loops and "You Said, We Did" reporting so customers can more easily see the impact of their feedback. Members will receive regular updates on delivery of the Customer Involvement Plan and progress against the recommendations from the Customer Scrutiny Panel review.

Supporting People to Live Independently

What we looked at *(Customer Focus Committee in May and Board in June)*

Members reviewed the Lifeline and Telecare service following an independent review carried out by the Customer Scrutiny Panel. They looked at service performance, customer support, management arrangements, financial performance, future plans for the service and wider impact for customers.

What we heard from customers:

Customers involved in the independent review told LHP that the Lifeline and Telecare service provides valuable support and reassurance. Members heard that customers value having access to help and wellbeing support when they need it. Feedback from the review also led to improvements in how information about the service is explained and shared with customers.

What members asked or decided:

Members noted that the independent review found the service was effective and provided strong out-of-hours support and coordination for customers who may need additional support. They reviewed progress against recommendations from the review and were told that all but one recommendation had been taken forward. Members asked questions about future service development, service charges and financial sustainability. They requested clarification on the service's future financial position and agreed that reporting should clearly reflect the aim of reaching an approximate break-even position by 2028. Members also emphasised that maintaining service quality should remain a priority and noted the importance of the service for customers and their families.

What this means for you:

For customers, this means members are continuing to oversee the service to make sure it remains focused on providing reliable support, maintaining service quality and responding to the needs of the people who use it.

What happens next:

Work will continue on the existing action plan, including improvements identified through the independent review. Members will continue to monitor service performance, future development opportunities and progress towards the service's longer-term financial objectives.

Places: *Safe shared spaces, neighbourhood investment, local partners, and action on local issues*

Making Neighbourhoods Safer and Improving Customer Confidence

What we looked at *(Customer Focus Committee in May and Board in June)*

Members reviewed neighbourhood services, including anti-social behaviour (ASB), neighbourhood satisfaction, and place-based services. They considered performance information, customer feedback, complaints and assurance work to understand how safe and supported customers feel in their neighbourhoods.

What we heard from customers

Customers told LHP that feeling safe is influenced by what they see happening in their neighbourhood, not just by individual case outcomes. Feedback showed that customers are more confident when action is visible, communication is clear and issues are dealt with consistently. Customers gave positive feedback about neighbourhood officers, particularly their professionalism, approachability and communication. However, some customers felt that action taken in anti-social behaviour cases was not always visible enough and that expectations around evidence and possible outcomes were not always clear. Customers and Neighbourhood Champions also said they wanted more local engagement opportunities, improved visibility of services and better communication within neighbourhoods.

What members asked or decided

Members noted that customer perceptions of neighbourhood services were strongly influenced by their experience of repairs, communication and anti-social behaviour. They discussed differences between positive audit findings and customer complaints relating to anti-social behaviour, particularly variances between neighbourhoods, and were told that further work was underway to better understand and address this gap. Members noted the importance of using multiple sources of information, including customer feedback, complaints and performance data, to understand customer experience and improve services.

What this means for you

For customers, this means members are focusing on whether neighbourhood services are making a real difference to people's day-to-day lives and whether customers feel listened to, informed and supported when they report concerns.

What happens next:

LHP will continue using neighbourhood insight, customer feedback and local engagement to better *understand issues in different areas and target activity where it is needed most. Members will continue to monitor progress through future assurance reports.*

A New Way to Understand Each Neighbourhood

What we looked at *(Customer Focus Committee in May and Board in June)*
Members reviewed a new Place Standard approach designed to better understand what it is like to live in LHP neighbourhoods. The approach brings together customer feedback, local knowledge and service information to help identify neighbourhood priorities and guide future investment and improvements.

What we heard from customers
Customers helped design the Place Standard and confirmed that it reflects the things that matter most in everyday neighbourhood life. Customers said feeling safe, seeing neighbourhoods cared for and maintained, and having pride in where they live were particularly important. Customers supported being asked about their neighbourhood experience and recognised the value of a structured approach that helps shape local priorities. Customers also helped test whether the questions reflected real experiences rather than organisational assumptions.

What members asked or decided
Members discussed how the new approach could provide a clearer understanding of customer experience and neighbourhood needs. They challenged whether the questions were easy to understand and suggested using simpler formats where possible to improve engagement and a review of website accessibility and neighbourhood communications. The Place Standard was approved as LHP's main neighbourhood insight tool and agreed that it should be used across all neighbourhood action plan areas to help inform service planning, investment decisions and local priorities.

What this means for you
For customers, this means decisions about neighbourhood services and improvements should be more closely linked to local experiences, feedback and priorities. This approach will give customers more opportunities to share their views and help shape neighbourhood priorities, so improvements are based on the issues that matter most to local customers.

What happens next
The Place Standard will be introduced neighbourhood by neighbourhood, starting with focused engagement in selected areas. Feedback and neighbourhood information will be brought together to help identify priorities and shape future action plans. Neighbourhood Champions will be involved in reviewing findings and helping ensure the results reflect local experiences. Members will continue to receive updates on how customer feedback is being used to shape neighbourhood decisions and investment.

Checking the Anti-Social Behaviour Service

What we looked at *(Audit and Risk Committee in April)*
Members reviewed an independent audit of how anti-social behaviour reports are recorded, managed, and monitored. They looked at case handling, customer contact, performance reporting and whether customers receive the right support during and after reporting anti-social behaviour.

What we heard from customers
Customer satisfaction surveys and mystery shopping activity showed positive customer experiences, with satisfaction remaining above target during the year.

What members asked or decided
Members reviewed the audit findings, which gave significant assurance with only minor improvement opportunities identified. The audit found that anti-social behaviour reports were being recorded correctly, cases were generally managed in line with policy, there were no significant delays, and performance reporting was accurate. Members noted that the main improvement area related to demonstrating where customers had been offered additional support or signposted to specialist services when needed. The audit also identified opportunities to strengthen how lessons are captured from complex cases, improve record keeping and review anti-social behaviour procedures

What this means for you
If you report anti-social behaviour, members received assurance that cases are generally being responded to promptly and managed in line with agreed processes. Actions are underway to further improve the service to make sure additional support is identified and recorded more clearly, so customers receive the help they need.

What happens next
LHP will use the findings from the audit, alongside complaints, customer feedback, and performance information, to continue improving the anti-social behaviour service. Members will receive future updates on progress and will continue to monitor how effectively the service responds to customer concerns and improves customer experience.

Strong foundations: *Strong governance, good use of money, good data, and supported colleagues*

Making it Easier to Access Information

What we looked at *(Audit and Risk Committee in April and Board in June)*
Members reviewed preparations for the new Social Tenant Access to Information Requirements (STAIRs). They considered how customers will be able to access information, how requests will be handled and whether LHP is ready for the new requirements. Members also reviewed the annual summary from data protection and raising concerns, identifying areas for improvement. Progress against the Data and Technology roadmap were also reviewed with delivery on track.

What members asked or decided

Members discussed whether the new STAIRs requirements could lead to more requests for information from customers and received assurance that preparations were well underway, including colleague development and ensuring information will be available to customers.

What this means for you

STAIRs is intended to make it easier for you to find information about LHP's services, performance and decisions. If you want information, it should be clearer where to find it and how to request it.

What happens next

Performance will continue to be monitored, and Members will receive further updates on progress and the effectiveness of the improvements being made.

Keeping a Close Watch on Major Risks

What we looked at (Audit and Risk Committee in April and Board in June)

Members reviewed LHP's key risks and looked at whether the right controls and assurance were in place. This included risks linked to customer services, data quality, cyber security, health and safety, contractor reliance and LHP's ability to deliver multiple changes at the same time.

What members asked or decided

Members challenged whether controls, assurance and recovery plans were clear enough, especially where risks were outside agreed limits including health and safety, data quality and cyber security. Members also asked for assurance that business continuity plans and monitoring arrangements were in place in case a key supplier failed with suppliers monitored according to their level of importance and contingency arrangements being developed.

What this means for you

Members are continuing to check that LHP understands the issues that could affect homes and services, has plans in place to address them, and is making progress in reducing those risks over time.

What happens next

A detailed review of the Strategic Risk Register will take place to strengthen reporting, risk management and assurance arrangements. Members will also revisit health and safety risks and receive updates on actions being taken to reduce risks that remain above agreed levels.

Checking that LHP meets Regulatory Standards

What we looked at (Audit and Risk Committee in April, Customer Focus Committee in May and Board in June)

Members reviewed LHP's annual assessment against the economic standards, consumer standards, governance code, and tenant satisfaction measures. The consumer assessment recorded 63 compliant *areas, 16 partly compliant areas and one not applicable area. The economic and governance assessment found full compliance in all applicable areas.*

What members asked or decided

Members reviewed self-assessments against the standards and agreed that they provided an accurate measure of compliance. Improvement areas remain monitored, including areas linked to transparency, customer influence, accountability and the use of customer insight.

What this means for you

LHP is meeting the standards expected of social landlords and is putting plans in place where further improvements are needed.

What happens next

Work will continue on the improvement actions linked to the consumer standards and the Everyday Better change programme. Members will continue to monitor progress through regular reports.

Getting Value and Protecting Services

What we looked at *(Audit and Risk Committee in April)*

Members reviewed two important parts of LHP's assurance framework. They looked at plans to appoint a new independent internal audit provider and reviewed the annual insurance renewal. These arrangements help LHP check that services, finances, risks and decisions are managed properly and that protection is in place if things go wrong. Cyber insurance cover from £3 million to £5 million which remained appropriate and affordable. Members also reviewed insurance claim trends, including an increase in subsidence cases and personal injury notifications

What members asked or decided

Members approved plans to procure a new internal audit service through a competitive process. They agreed this was important to maintain independent checks on risk management, governance, compliance and service performance. Members also agreed that a customer should have the opportunity to be involved in the evaluation process for the new audit provider.

What this means for you

Independent checks identify problems early and make sure services are working as they should. Insurance helps protect homes, services and customers if unexpected events occur. This includes protection against risks such as cyber incidents, which could affect access to services or customer information.

What happens next

Work will continue to appoint a new internal audit provider, with the preferred bidder expected to be considered later in 2026 before the new contract starts in April 2027. Members will continue to monitor insurance claims, cyber risks and the effectiveness of LHP's wider assurance arrangements through future reports.

Making Committees Work Better

What we looked at *(Customer Focus Committee and Remuneration & Nominations Committee in May)*
Members reviewed how Committees are working and whether they are helping customers influence decisions. They looked at committee effectiveness reviews, governance arrangements and how to make governance information easier to understand and more accessible.

What we heard from customers
Customers raised concerns about the length and complexity of reports and documents, which could make participation more difficult.

What members asked or decided
Members identified future priorities and areas for improvement including succession planning, customer representation, development and customer insight. Members asked for simpler documents, clearer conclusions and continuing co-design. They also asked how the committee's terms of reference and added value would be measured.

What this means for you
Members want it to be easier for a wide range of customers to understand how decisions are made and how they can get involved if they wish to. They recognised that clear information, plain language and the right support can help more customers take part and share their views. Members also want to make sure that customer feedback, experiences and priorities are visible when important decisions are made. For customers, this means a stronger focus on listening to what customers are saying and making sure those views are considered when services and policies are reviewed or changed.

What happens next
The findings will feed into the wider Board & Committee Effectiveness Review. Feedback from customers will also be used to help improve governance reports and make them easier to understand

Tracking Work to Improve the Consumer Rating

What we looked at *(Board in June)*
Members reviewed progress against LHP's improvement plan following the regulatory judgement in October 2024. They looked at actions linked to customer services, repairs, customer information, customer data and performance reporting. Members also reviewed how progress is being monitored and reported to the regulator. Eight of 11 actions due by the end of March were complete. Some dates had changed so outcomes could be properly evidenced.

What members asked or decided
Members discussed the importance of customer data, that repairs performance remains a critical area and that improvements must lead to better outcomes for customers. Revised completion dates were agreed.

What this means for you

Members wanted to make sure that improvement plans lead to real changes that customers can see and experience, particularly in areas such as repairs, communication and access to information. They were clear that success should be measured by whether services are improving for customers, not simply whether actions have been completed on time.

What happens next

Progress will continue to be monitored through regular reports and discussions with the Regulator of Social Housing. All remaining actions remain on target for completion by March 2027.

Keeping LHP Financially Strong

What we looked at *(Board in June)*

Members reviewed LHP's financial performance at the end of the year which was ahead of budget. They looked at income, spending, investment in homes, borrowing, cash reserves and future financial risks.

What members asked or decided

Members discussed future financial risks, including possible changes to LHP's credit rating and what this could mean for future borrowing costs. Members asked for clearer comparisons between budget and actual spending and asked for early warning of emerging financial risks. Members received assurance that planned investment work had broadly been delivered as expected and that financial performance remained stable.

What this means to you

Strong finances support continued investment in providing services, maintaining homes and investing in future improvements. Spending below budget does not always mean a permanent saving because some work may only be delayed. Monitoring risks that could increase costs in the future and reviewing how LHP is preparing for these challenges, helps make sure decisions can be taken early to protect services and continue investing in homes where needed.

What happens next

Members will continue to monitor LHP's financial position, future borrowing costs and any emerging financial risks. Further financial modelling will be completed, and any significant concerns will be reported to members before the next detailed review.

What we are looking at next

Over the next few months, our Board and Committees will be looking at more areas that affect customers such as:

New Corporate Strategy

LHP plans to discuss the new strategy in December 2026 and approve in March 2027. Customers can share what they think LHP should focus on in the future. Complete the survey to say what matters most to you here: What should LHP focus on in the future? Help us shape our new Corporate Strategy - Lincolnshire Housing Partnership

Ask LHP

You can meet LHP colleagues online or in person and ask questions about our services. Find out about the latest meeting here: Ask LHP Customer Meetings - Lincolnshire Housing Partnership

Have your say

Where decisions affect customers, we want to understand your views before decisions are made.

You can help by joining a customer group, taking part in surveys or consultations, sharing feedback, or getting involved in customer scrutiny.

Find out how to get involved: Get Involved - Lincolnshire Housing Partnership

***Want to know more?** You can ask LHP for more information about how decisions are made through our Social Tenants Access to Information Requirements Publication Scheme*