

Contents

	<u>Page No.</u>
Executive Summary	iii
Managing the Business	1
1.1 Delivering our Services	2
1.2 Our Housing Stock	2
1.3 Keeping information up to date	2
1.4 Decent Homes Targets	3
1.5 Engaging Tenants	3
2. Business Plan Progress	4
2.1 What have we achieved in the last year?	4
2.2 New Actions	4
3. Partnership Working - Delivering Decent Homes	5
3.1 Progress on the Programme	5
3.2 Liaison with our Tenants	5
3.3 Performance Monitoring, Improvement and Development	6
3.4 Roman Pavement	6
4. Improvement Programme Profile	7
5. Running an Efficient and Effective Responsive Repairs Service	9
5.1 Resource Planning & Mobile Working	9
5.2 Stores	9
5.3 Apprentices	9
5.4 Contact Centre and Repairs	9
5.5 The Challenges Ahead	10
6. Tenancy Management & Tenant Involvement	11
6.1 Rents	11
6.2 Empty properties	11
6.3 Caretaking & Neighbourhoods	11
6.4 Tenant Engagement	11
7. Performance Management and Procurement	13
7.1 Benchmarking & Sharing Good Practice	13
7.2 Performance	13
7.3 Local Performance Indicators	15
8. Housing Finance	17
8.1 Introduction	17
8.2 Lincoln's Approach	17
8.3 Property numbers	17
8.4 Rents & Income	17
8.5 Housing Subsidy	18
8.6 Management costs	18
8.7 Repairs & Maintenance	18
8.8 Capital Investment	18
8.9 Resource Summary	19
8.10 Risk Assessment / Sensitivity Analysis	20
8.12 Summary	20
9. Value for Money	21
9.1 Cashable Savings	22

HRA Business Plan

9.2	VfM Analysis	22
10.	An Updated Action Plan for Delivering Our Priorities	23
10.1	Monitoring the Action Plan	23
10.2	An Updated Action Plan for Delivering Our Priorities	24
	Table of Appendices	31

Executive Summary

Executive Summary

This is the final update of the original Business Plan produced in 2006. This plan reflects back on the activity during 2008/09 and would normally be looking forward over the next five years towards 2015. However there has been a substantial amount of activity in the world of Housing during the last twelve months, which may change the Business Plan outlook in the future.

The introduction of the new Housing Regulator from April 1st 2010 (the Tenant Services Authority) has shaped a regulatory framework in collaboration with tenants, local authorities, housing associations and many other partners. The framework establishes a set of standards to help improve the services provided for some eight million people who live in England in social rented and shared ownership in England.

In addition the Governments proposals to reform the Housing Revenue Account (HRA) moved forward with an announcement on the 25th March 2010 by the Housing Minister detailing the proposals to dismantle the current HRA subsidy system and replace it with a devolved "self-financing" system.

If the proposals are accepted and implemented they will have a substantial impact on the Business Plan in the short to medium term and greater financial security in the longer term to undertake the improvements that our tenants are requesting.

The impact of this is explored in more detail within this Business Plan

Our Vision

The Original HRA Business Plan set out our proposals to:

- Increase housing investment in the Council's housing stock from the original level of £6 million per annum to over £11 million per annum over the next 5 years

- Bring all homes to the minimum Decent Homes Standard by 2010 and maintain the standard thereafter
- Bring all homes to the higher local Lincoln Standard by 2016 and maintain that standard thereafter
- Re-organise and modernise the housing management and responsive repairs services to make substantial savings in running costs to put extra revenue into capital works
- Work more efficiently to strive to improve the quality of the housing service - the Audit Commission has rated the Council's Housing Landlord Service as being a fair service with promising prospects for improvement.

The Business Plan proposed a significant change programme to deliver £1.5 million savings in the revenue programme and a major restructuring and modernisation programme for the housing service.

The Business Plan set out a very clear Action Plan containing 26 key activities programmed over the period 2006/2011 to deliver the Council's Stock Retention Strategy, each activity being assigned to a lead officer. Ten new targets were added to the first update of the plan and eight to the second.

Highlights from 2009/10

- Maintained high levels of rent collection and remained in the national top quartile.
- Achieved accreditation in the new Telecare Services Association standard. The first Local Authority in the Country to do so.

Key Objectives for 2010/11

- Recommend options on the appraisal for the sheltered housing schemes.
- Complete the Decent Homes Programme in line with the original targets.
- Further improve the Empty Property performance.
- Embed Value for Money principles throughout the service through the VfM Strategy.

HRA Business Plan

- Implement a new framework for the engagement and involvement of tenants.
- Produce the annual report in line with the TSA guidelines.
- Undertake consultation with tenants to determine local offers (standards)
- Prepare for Inspection of the Landlord Service during 2010.
- Review the HRA financing in line with the Government's reform proposals.
- Implement LEAN Systems reviews in key areas to identify and cut out waste as part of our Value for Money Strategy

This 'Plan Update' expands on the highlights and key objectives in more detail.

The 4th Business Plan Update

This Business Plan Update reflects on the progress made in the fourth year of the plan whilst setting out budget proposals for the next five years to 2014.

The update, whilst looking ahead, does not set out new objectives and targets beyond 2010/11. A new plan will be put in place following the outcome of the proposals to reform the HRA.

This is the fourth revision of the Business Plan that was developed following the Housing Stock Option Appraisal in 2005. The purpose of this document is to review our position since the last Business Plan update and to realign our financial position in delivering the Government's Decent Homes target by December 2010.

This document should be read in conjunction with the Housing Strategy and the HRA Business Plan 2006-2011, and updates of 2007-12, 2008-13, 2009-14, copies of which can be found at the Council Offices and on the Council's web site at <http://www.lincoln.gov.uk>.

This document will therefore reflect back on the last twelve months and look at what we have achieved against the original Action Plan and set out targets for 2010/2011 onwards.

The key elements of this Business plan continue to be the condition and future needs of the housing stock, the financial

position of the Housing Revenue Account and our priorities for action.

The wide range of activities undertaken within the Directorate includes many of the services that our tenants think of first when they are asked what their Council does for them. These services are provided through the Landlord Services Team

At a meeting of tenant representatives in December 2009 the most important issues emerging were (in no order of priority)

- Anti Social Behaviour
- Security both in the home and in the environment
- Standard of property for new tenants
- Repair & maintenance

The responsibility this brings in defining whether people feel that they have a good Council housing service or a bad one is appreciated and taken very seriously. The work detailed in this Business Plan will reinforce the view that Lincoln's council housing service is efficient, well managed and always seeking to listen and improve.

Strategic Context

The Council last revised and updated its Strategic Plan in November 2007. The Council has four main aims and to aid their delivery has identified ten priorities that will ensure the plan meets its objectives by 2014. The aims and Priorities can be found on the Council's web site at <http://www.lincoln.gov.uk>.

The plan is currently under review and due to be republished during 2010

The Landlord Service has a key role in particular in contributing to the following priorities:

- 'Deliver more decent and affordable homes to meet current and future needs'.
- 'Reduce crime and anti-social behaviour'.

Key to meeting these objectives is the delivery of the Decent Homes target by 31st December 2010.

HRA Business Plan

Forming part of the Council's wider Housing Strategy, the Business Plan seeks to contribute to the emerging priorities within the eight strategic themes, particularly:

- To contribute to raising the quality of design in housing and the creation of sustainable homes
- To develop approaches and frameworks to enable sustainable communities
- To improve service quality, housing choice and accessibility of housing for vulnerable people

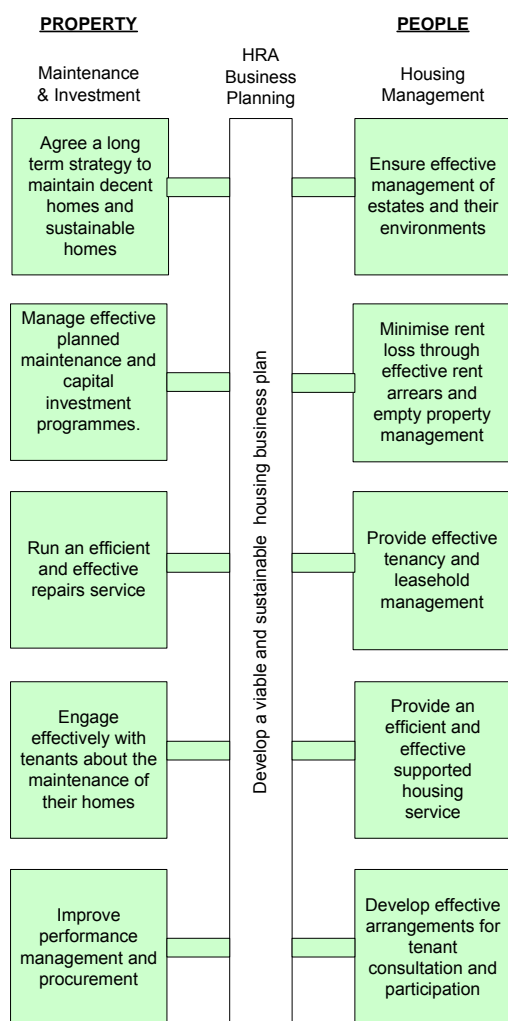
It is vital that this Business Plan is considered within the wider strategic context, as the council's Landlord Service is a key housing provider in the city. The Council's housing stock, of 7,956 properties for rent as at 31st March 2009, is a key asset to the City and the outputs of the service directly affect 19.08% of the total housing stock.

Managing the Business

1. Managing the Business Plan

1.1 Delivering Our Services

The City of Lincoln Council has a significant role in providing rented accommodation within the City, which is affordable, in a good and safe state of repair, holding 19.08% of the total housing stock. The Landlord Service provides the operational arrangements used to manage the stock, through two main service areas; the Maintenance and Investment Team which looks after the property, and the Tenancy Management Team which looks after the people / tenancies.



Both teams receive support from the Housing Support Service.

1.2 Our housing stock

At 1st April 2009 the Council had a housing stock of 8227 properties in the City, 259 are leasehold and 7956 rented of which 393 are sheltered homes for older people and 300 are high-rise flats.

As well as the 7956 rented properties the Council also owns 1462 garages and 300 garage plots

1.3 Achieving Decent Homes Standard

Based on the survey information at 1st April 2009, 77% of our homes comply with the Decent Homes Standard and we have the resources to achieve the Decent Homes Standard by December 2010.

The information in the table below helps to illustrate the estates where no work has been carried out (as at the 1st April each year). On these estates the level of non-decency has increased from previous year. This is entirely predicted.

All areas - Non Decent as follows

Estate	2009-10	2008-09	2007-08	2006-07
ERMINE EAST	34.06%	30.07%	24.70%	18.35%
ST GILES	35.47%	29.24%	21.02%	18.72%
NEWPORT	29.97%	30.62%	40.58%	37.54%
CITY CENTRE	28.46%	27.66%	46.40%	43.41%
TOWER / STAMP END	53.31%	41.58%	34.23%	28.55%
BIRCHWOOD	7.01%	6.27%	13.03%	33.10%
HARTSHOLME	27.15%	19.90%	22.88%	42.56%
BOULTHAM	12.01%	11.25%	27.83%	34.55%
MANSE	9.35%	5.92%	25.08%	19.89%
ERMINE WEST	40.54%	39.24%	34.73%	26.30%

There are also still levels of non-decency within the areas where work has been carried out (but much reduced). This is due to the sheltered housing schemes that are undergoing a separate appraisal and tenants refusing the improvement works.

In addition the Council takes seriously its obligations to comply with Health and Safety requirements and any other statutory legislation. Improvement work to communal electrical systems is now complete in the South of the City and a planned plastering programme of work has

commenced on site at various locations throughout the City.

We undertake annual Fire Risk Assessment Surveys and as a result of those carried out during 2009 the improvement works highlighted are now included in the programme.

Decent Homes Targets to 2010

As we reach the deadline target of 31st December 2010 for meeting the Decent Homes standard we are also aware that properties will continue to fall into the non-decency category from the 1st January 2011. Our targets for achieving the number of Properties predicted to be Non Decent, and requiring work at the commencement of each year (based on 1st April each year is set out in the table below

Date	Projected Non Decent Properties	Works to non decent properties in year
1 st April 2008	2671	951
31 st March 2009	1720	
1 st April 2009	2200	903
31 st March 2010	1270	
1 st April 2010	1546	822
31 st December 2010	724*	0
1 st April 2011	1226	1226
31 st March 2012	0	0
1 st April 2012	385	385
31 st March 2013	0	0
1 st April 2013	506	506
31 st March 2014	0	0

** The figure of 724 non-decent properties includes 151 in three sheltered housing schemes, 93 where tenants have refused access and 520 where tenants have declined to have the work carried out.*

Because of the life expectancy of kitchens, bathrooms and other elements of the Decent homes Standard we will need to continue investment in the stock on a rolling programme beyond the 31st December 2010.

1.5 Engaging Tenants

Tenants have been central to the whole partnering process and been involved from the initial stage in the Partner selection process and formed part of the evaluation panel.

They also play an active role in the Core Strategy Group to oversee the implementation of the Decent Homes programme with our partner contractors.

Tenant representatives often contribute through workshops and forums like the one in the photograph below



Progress on the HRA Business Plan Action Plan and the Decent Homes Programme are reported at regular intervals to the Tenant Advisory Panel and using newsletters and individual mailings where appropriate to tenants and residents.

2. Business Plan Progress

The Original Business Plan set out a very clear Action Plan containing 26 key activities programmed over the period 2006-2011 to deliver the Council's Stock Retention Strategy, each activity being assigned to a lead officer.

26 new actions were included during the first three Business Updates. A total of 42 have been completed (4 deleted and replaced with new targets following the introduction of the new Regulatory Framework) 10 outstanding and 9 new actions have been added in this plan.

2.1 What have we achieved in the last twelve months?

Of the outstanding actions progress against the key actions is reflected here.

Action Plan 11 Examine Options for high cost stock

Progress –

*Tower Blocks – approved Nov '08
Tower Estate – work commenced Aug '08
and due for completion Dec '10
Sheltered Housing – replaced by Action
Plan 50*

Action Plan 45 Review the need for Schedule of Rates.

Progress

Following review the national schedule was applied to allow benchmarking for competitiveness.

Action Plan 46 (partial) Introduce Mobile Working Technology (6 elements).

Progress

- *Consolidated Schedule of Rates applied*
- *Introduced Repair Diagnostic software*
- *PDA Software reviewed and updated*
- *SMS Text messaging introduced*

Action Plan 47 Implement updated version of Universal Housing

Progress

Installed and went live April 2009

Action Plan 49 Assess outcome of National Conversation

Progress

Task completed resulting in Tenants & Authority responding to consultation paper 'A new regulatory framework for social housing in England'

The updated Action Plan can be found at Section '10' of this plan.

2.2 New Actions

Nine new actions have been added to the Action Plan for 2010/11.

- Negotiate Local Offers with tenants setting out standards to be met.
- Introduce a new framework for engaging and involving tenants in Service delivery.
- Develop and Implement new Tenant Involvement Strategy
- Undertake new Tenant Satisfaction Survey, develop and implement an action plan
- Undertake LEAN System review of VOIDS and eliminate waste.
- Undertake LEAN System Review of Repairs and implement findings.
- Review policies and procedures when new tenant framework established.
- Consider the implementation of Service Charges linked to enhanced local offers.
- Remodel the HRA Business Plan following the outcome of the Governments proposal for the HRA reform.

3. Partnership Working - Delivering the Decent homes Programme

Kiers, our partner's are now proceeding around the city with the improvement programme, as agreed by the decent homes task group.

Our other Partners, Aaron Services, deliver Central Heating installations and Boiler Replacements within the Decent Homes Programme as well as Gas Servicing, and associated repairs.

3.1 Progress on the Programme

Up to and including 2009/10, the Decent Homes Programme will have improved properties in the following areas:

Location	Number of Properties
Hartsholme	241
Birchwood	737
Boultham	647
Manse	239
City Centre	550
Newport	220
Sheltered Schemes across the City	124
Pilot Schemes at Shuttleworth House	15
Ermine Estate West	515
Ermine East	503
St Giles	330
Trent View	81
Tower Estate	135
Jarvis House	61
Roman Pavement	42
Other miscellaneous properties	20

During 2010/11 we will tackle the following areas:

Estate	Planned Number of Properties
St Giles	364
Tower Estate	222
Shuttleworth House	116
Risby Green	41
Roman Pavement	37
Other miscellaneous properties	42

During November 2009 the decent homes team completed improvement works on the 4000th property since the programme of work commenced in 2006.



With energy efficiency and reliability continuing to play ever-important roles, the City of Lincoln Council recently installed its 1,000th Vaillant ecoTEC pro 28 combination boiler as part of its ongoing commitment to the Decent Homes Programme.



Throughout the last 24 months, the City Council has fitted Vaillant's ecoTEC pro boilers across a number of properties

ranging from individual homes, terraced houses, flats and tower blocks. Every boiler was fully specified and linked to thermostatic radiator valves by contractors Aaron Services.

Work is now complete on eight estates within the City. Details of the work carried out on the different elements are shown in the table below.

Element	No Completed
Bathroom	1071
Chimney	183
Electrics	3525
Heating	2174
Kitchen	1887
Roof	139
Structural Work	148
Thermal Improvement Work	154
Doors	493

3.2 Liaison with our tenants

An Estate Officer within the Tenancy Management Team continues to provide a

vital link between that team, the tenants and our partners. Communication links have been a success and continue to work well.

Consultation is very important to us to ensure that we are delivering what tenants want, whenever possible. An example of this was during the planned improvement to the existing heating system at Risby Green grouped housing scheme.



The system was run by a central boiler which served 36 flats. Because of the deteriorating condition of the existing distribution pipe work we looked at the possibility of installing individual boilers. This would enable tenants to have better control of the timing & temperature of the hot water & heating in their flats. It would in turn improve efficiency by reducing energy consumption.

Group and individual consultation sessions were carried out when tenants raised concerns about the disruption to their lives and possessions. Reassurance about the way the project would be managed dispelled most of their worries and strengthened confidence in the success of the improvements.

The results of tenant feedback were that they were in favour of individual boilers and the work is planned to start in May 2011.

3.3 Performance Monitoring, Improvement and Development

Key performance indicators have been developed to monitor performance and these are reported monthly to partnering team meetings and strategic core group meetings. These include the decent homes works programme and the gas servicing and repairs contracts.

Satisfaction with the Decent Homes works carried out has been above target, 94.23% for the year 2008/09.

The decent homes appeal process has been successful in managing tenant expectations and providing explanations where decency assessments have been challenged. At the 1st January 2010 1147 appeals have been processed, with 519 (45%) being successful. In addition, many issues raised by tenants about the condition of their homes have been addressed through our responsive repairs service.

A number of Key Performance Indicator's (KPI's) have also been agreed with both Kier and Aaron Services. Details and progress against these can be seen in section 7 (page 16).

3.4 Roman Pavement – East Liberty Project

The £4.7m project is due to be completed by April 2011 and is progressing on time and within budget with work involving, both Council and privately owned properties.



The improvement work includes structural underpinning to some properties and renewal of the drainage system to the properties.

The position at the 1st April 2010 is shown in the table below.

Underpinning	19 out of 23 identified for piling now complete
Structural Repairs	24 Completed
Cosmetic repair	27 complete
Drainage Repairs	Phase 1,2 &3 complete (7 phases) phase 4 in progress phase 5 to start 26 th April 2010
Decant Homes	Reduced from 6 to 4

4 Improvement Programme Profile

The Housing Investment Programme (HIP) is reviewed annually and reflects the changes needed to ensure that the Council meets its obligations to deliver the decent homes standard by December 2010 and our commitments beyond then. The 5 year programme, from 2010-11 is detailed in Appendix '5' and comprises the following proposed main areas of work:

Decent Homes Programme

The Decent Homes Programme allows for the necessary ongoing investment to deliver the full programme by 2010 as shown in Appendix '5' Lines 1 to 17.

Works include:

- Replacement Kitchens and Bathrooms
- Replacement Central Heating
- Replacement Boilers
- Rewiring
- Re-roofing
- Window Replacements



An annual review of the programme has confirmed:

- That initial estimates of work had not significantly changed following the completion of the 100% survey.
- That regular reviews of elemental costs are undertaken as a part of the open book process.
- That additional areas of work required to meet the decent home standard identified following the introduction of the Housing Health and Safety Rating Scheme, are deliverable and will be included in the programme (lines 24 to 39).

The Decent Homes 'modernisation' budget of £62,020 (Line 6) is a contingency for those properties that become empty but which require major works under the decent homes programme.

After establishing the Partnership and based on the Decent homes work completed in the first four years the Decent Homes Programme expenditure has been

programmed to £7,041,035 in 2011/12, as shown in Line 17.

Structural Repairs – Roman Pavement & East Liberty

This £4.7m project commenced on site in August 2008 and is programmed for completion by 31st March 2011 (Appendix '5' line 11)

Statutory Health and Safety Requirements

The Health and Safety budget required for 2011/12 is forecasted at £449,920 (Line 39). This area covers works to meet statutory requirements, which are outside the Decent Homes Programme, and includes;

- **Plastering (HHSRS)**

The Housing Health & Safety Rating System replaces the previous Fitness Standard, and is included in the revised Decent Homes Standard. We have built in a sum of £86,720 during 2011/12 (line 36)

The Lincoln Standard

As the window replacement programme was a high priority to tenants and the works having previously been promised, the Council completed the work during 2007/08, well ahead of schedule.

At present the works within the Lincoln Standard, are scheduled for beyond 2011/12, the Decent Homes deadline. This standard will be renegotiated with tenants during the consultation on Local offers during 2010/11.

Contingent/Major Repairs

- **Aids and Adaptations Extensions** £176,350 (line 45) has been allocated to allow for any future disabled adaptation major works required, at the rate of three per year.
- **Estate Works**

Budgets for garage maintenance, footpath and drainage works are included on a yearly basis and are based on historical information and

allow for the unknown e.g. replacement of a footpath that is badly damaged (lines 46 - 48).

Environmental Improvements

Environmental improvements have been incorporated into the revised Decent Homes Standard and a contingency sum of £117,566 (Line 22) has been built into the programme for 2010/11.

This budget has enabled us to joint fund some parking schemes on Estates, with Lincolnshire County Council, thus preventing some of the damage caused to grassed areas.

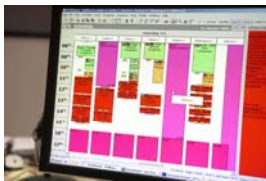
In addition we have been able to undertake some of the schemes identified in local areas such as a fencing projects at St. Botolph's Court and St Faiths Street.

5. Running an Efficient and Effective Responsive Repairs Service

2009/10 continued to provide challenges for CMS with many successes being achieved.

5.1 Resource Planning & Mobile Working

Following the successful pilot scheme during 2007 the rollout of Mobile Working was completed in the spring of 2008. The solution has continued to be developed during 2009/10 and the latest version of the software is due to be implemented shortly.



All the operatives' work can now be programmed electronically and jobs sent to

them on their hand held PDA (personal digital assistant)



Phase two of the project has largely been delivered and has ironed out most of the technical problems previously affecting service delivery.

In addition to the appointments being automated, the elements of health and safety around Asbestos has been applied to the PDA device to make sure the operative is notified of any known asbestos that has to be managed as part of his work duties. We also now send a text message the day before an appointment to confirm and remind our tenants of the appointment.

5.2 Stores

On the 1st July 2008 the City Council joined forces with Jewson in the procurement of all their building materials and products. Jewson are the UK's leading supplier of building materials and the partnership has brought cost and efficiency savings for the City of Lincoln Council.

There are many ways in which this partnership has benefited the council. Jewson tender on our behalf and already have contracts in place. Using the Office of Government Commerce framework with Jewson, it allows the council to benchmark materials, ensuring that value for money is sustained year on year. Jewson also consistently check prices to ensure the council always gets the best deal, and this is aided by the fact that as a leader in their field they have immense buying power. Alongside this, by removing our internal stores we cut back on a lot of extra administration and housekeeping that we previously had to undertake as well as stockholding.

This contract comes to an end during 2010 and we will then decide to extend the agreement or re-tender the contract.

5.3 Apprentices

To build on the success of last years crop of apprentices the council again employed two more apprentices who have been employed to learn their trade whilst working to improve public buildings and council homes.

The apprentices are all focusing on specific areas. They will combine their work with City Maintenance Services whilst they are studying for NVQ qualifications in their respective areas.

Sally Des Forges, Training Co-ordinator for the CMS said:

"The apprentice scheme does not only address our requirements. It also aims to help offset a regional skills shortage at a time when the construction industry is suffering the effects of economic downturn."

5.4 Contact Centre and Repairs

During 2009 we introduced Repairs Locator, a software solution to help tenants and Contact Centre staff diagnose repairs easier and improve information flow.

This has now been fully implemented into the daily working of the contact centre staff and has had a positive benefit on the diagnosis of repairs.

5.5 The Challenges Ahead

Great strides have been made in the modernisation of CMS through the introduction of better technology. The introduction of Mobile working has seen improved productive time for the work force.

The next CMS development will centre on the system and not the technology, put simply how could we make the best of our technology and people to deliver the best service possible in the most efficient way.

To this end the council has embarked on a systems methodology for service review and planning. The Repairs process has been identified by the Council to be the subject of a 'LEAN' Systems pilot review.

The technology is old and the interfaces to the modernised element of the process are not fit for purpose and currently adds to, rather than assists in, the administration of the repairs function.

6. Tenancy Management & Tenant Involvement

Tenancy Management is traditionally a very changeable area, and 2010 will prove to be no exception with the establishment of the Tenant Services Authority, the new regulatory body for Local Authority Housing from April 2010.

The team's critical issues for a sustainable Business Plan remain as minimising rent loss through empty properties and maximising income through rent collection and arrears recovery. Our performance during 2008/09 is set out in Section 7.

Rents

The team has again achieved top quartile performance during 2008/09 for the amount of rent collected. This has been through dedicated hard work and persistence with the recovery process where arrears have occurred on individual accounts. The current financial climate will present further challenges over the coming year to maintain such high levels of payment.

While recovery policy and procedures are effective, staff have spent a lot of time advising tenants where unemployment has become an issue in an attempt at preventing tenants falling into arrears. They have also been successful in reducing the number of cases in the higher debt bracket.

Empty properties

Our performance improved during 2009/10 by reducing the average turnaround time by 7 days. To improve further a major LEAN System review is scheduled for the summer of 2010 to drive out waste and duplication within our processes.

Anti-Social Behaviour

Anti-social behaviour is always an issue that is taken very seriously by Tenancy Management. Over the year we have had 931 cases reported (compared to 755 in the previous year), 425 of which were resolved. 37 cases were taken to court resulting in 10 injunctions and 5 Anti-social Behaviour Orders, being obtained. While some tenants left their property as a result of court action, 13 tenants were evicted as a result of their anti-social behaviour.

As a result of the Court Officer retiring during the year the team has restructured and is taking on a fourth Tenancy Enforcement Officer.

Caretaking & Neighbourhoods

The estate environment has been maintained well with mobile caretakers making a major impact on the cleanliness of communal areas over the year. In addition we have assisted over 500 elderly or disabled tenants to maintain their garden through the garden service programme.

The teams continue to work closely with the Neighbourhood Management Teams who are now split across three areas of the City.

During 2010/11 the team face some major challenges following the new Housing regulator taking effect from 1st April. In addition we anticipate a Housing Inspection at some point throughout the year.

Tenant Engagement

The National Conversation with tenants began in 2009 and following the consultation paper on the proposed Regulatory Framework tenants were invited to engage with the Council with a view to making a formal response. Following a number of meetings tenants as well as the Council submitted a response.



The momentum was maintained with tenants engaged in further sessions about the new National Standards with training being arranged through Housemark, which was attended, by both tenants and staff.

The new 'Annual Report' to the Tenant Services Authority (TSA) will provide a

substantial supplement to the Business Plan in future years.

There is a considerable amount of work to be carried out during 2010 and many tenants have indicated their desire to get more involved and have a greater say in shaping and influencing the service they receive.

The workload during 2010 will include

- Production of the first Annual Report for the TSA
- Develop and introduce a new Framework and vehicle for engagement
- New Tenant Involvement Strategy
- Creation of Service Focus Groups to concentrate on the National Standards
- Work with Focus Groups and tenants generally to agree the Local Offers
- Engage external consultants to increase tenant's capacity.

- Formulate, and identify funds for, a tenants training plan
- Host the regional TPAS Tenants Conference.
- Create a Citywide Annual tenants Conference.
- Review staffing levels in the Tenant Liaison Team
- Undertake Bi-annual Tenant Satisfaction Survey.
- Increase Tenant Profile information



Tenants attending the Arch annual Tenants Conference in Birmingham.

7. Performance Management and Procurement

7.1 Benchmarking & Sharing Good Practice

The Council strives to be a learning organisation and we benchmark through a number of national organisations, most notably 'Housemark', 'HQN' and 'ARCH'.

HouseMark is jointly owned by the Chartered Institute of Housing (CIH) and the National Housing Federation (NHF), two, not-for-profit organisations dedicated to improving housing standards. They are the affordable housing sector's leading provider of performance improvement and value for money services

Housing Quality Network (HQN) is a company made up of several different areas of excellence.

The Council is also actively working with other stock retaining authorities and following the creation of the Association of Retained Council Housing (ARCH) worked with Housemark to establish a specific performance improvement club in a joint venture to review best practice and benchmark by way of sharing information.

We are also members of the Direct Works Forum (DWF) who meet on a quarterly basis.

7.2 Performance

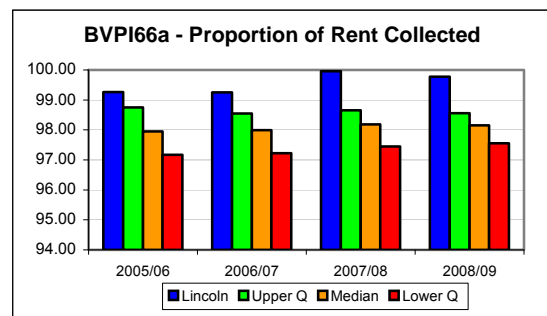
Although national indicators (NI's) are an excellent means of comparing performance against other authorities, local performance indicators can give a better reflection on local issues that are important to tenants.

We have in this report used the last available National Benchmark figures for 2008/09 but have also given a commentary on Lincoln's performance for 2009/10.

A list of our performance for the year 2008/09 compared to previous years is available in Appendix '3'.

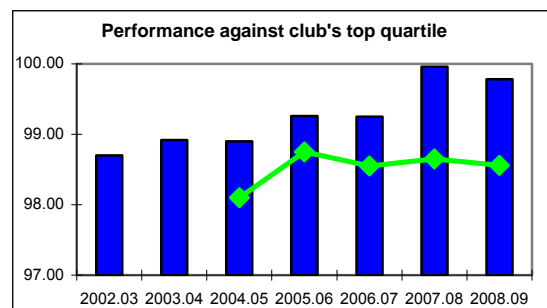
Rent Collected shown as a proportion of the total rent due

Once again the City Council excelled in the collection of Rent achieving one of the highest collection ratio in Housemark's benchmarking club 3rd out of 48 Stock retained authorities and 15th out of 200 housing providers nationally). A sympathetic but firm approach is adopted in recovering rent arrears and staff continue to undertake arrears targeting at certain times during the year. The rent collection rate for 2008/09 was 99.78%.



Performance in 2007/08 was 99.96% compared to 99.25% in 2006/07 and 99.265 in 2005/06. Performance during 2009/10 is also showing promising signs with a final projected outturn again in excess of 99% expected.

Our performance over recent years is shown in the graph below against the upper quartile performance (green line) of other housing organisations within the 'Housemark' Benchmarking club.



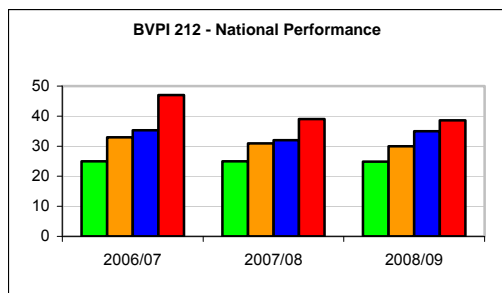
Average time taken to re-let LA dwellings

Performance for 2008/09 was 35 days, which is down on the previous year. This was disappointing as the average relet time for all general needs housing was 25 days

and would have put us above the club average.

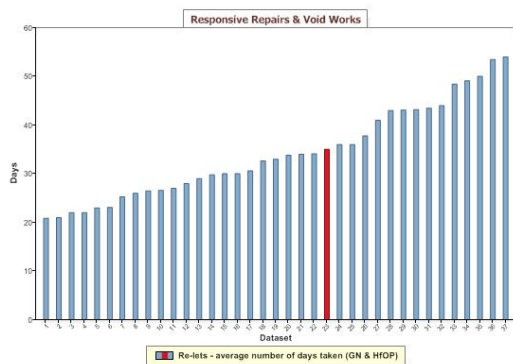
There have been particular difficulties in re-letting 'Bedsit' units in Sheltered Housing Schemes, which are proving to be unpopular. The City council is looking at the options of these schemes within the scope of the Decent Homes works.

The graph below shows the comparison with all other district stock retained local authorities. (source - Housemark).



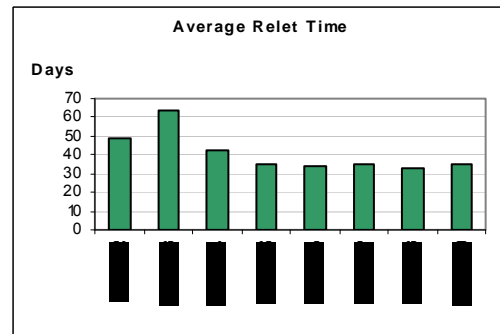
Performance in 2007/08 was 32 days compared to 35.3 days in 2006/07 and 34.2 days in 2005/06. Our target for 2009/10 is set at 25 days.

Compared with other housing organisations within the 'Housemark' Benchmarking club our performance is shown below in red.



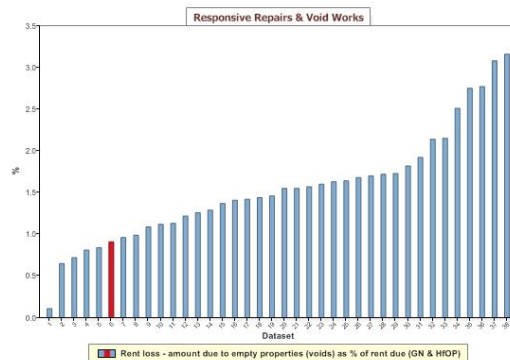
The projected outturn for 2009/10 is expected to decrease overall to below 30 days with a concentrated effort to improve performance overall. A 'LEAN' system review is planned for 2010 in this area to look at the processes involved in more detail.

Our performance over recent years is illustrated in the following graph



At 1st April 2009 we had a total of 7956 properties and the turnover of the stock remained at less than 10% for the fifth year, at 9.19%.

The following chart shows the Council's rent loss due to empty properties as a percentage of the rent debit, compared to other organizations in the benchmarking club. This measure is an indicator of our performance both in terms of minimising the number of empty properties and the speed of turning them around. This is a key area where efficiency gains can be made.



Satisfaction of Housing Tenants with the overall service provided by their landlord

We last completed the 2008 Tenant Satisfaction Survey, and published the results in January 2009 (a summary of the key results were published in the 2009-2014 Business Plan update.).

All Social Housing Landlords are required to carry Tenant Satisfaction Surveys every two years, commencing in 2008, which will allow meaningful comparisons to be made.

We are required to undertake a further survey during 2010 and publish the results early 2011.

The proportion of Local Authority homes, which were non-decent at 1st April 2009

Improvement works completed on site resulted in a decrease of non-decent properties to 27.7% on 1st April 2009, compared to 32.5% of homes being non decent at 1st April 2008. The projection for 1st April 2010 is 24%.

7.3 Local Performance Indicators (LPI's)

There are also several local PI's within our range of housing services. These are tabulated for easy reference and shown at Appendix '10' but some are illustrated below.

Actual cost of repairs

This PI is a local indicator to measure the weekly cost of repairs per dwelling. The Performance for 2008/09 was £14.93 compared to £15.32 in the previous year.

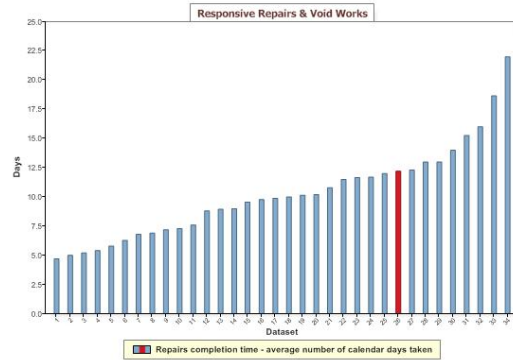
The percentage of urgent repairs completed within Government time limits

Our performance for urgent repairs for all contractors overall was 96.22% which was an improvement on the previous year. We anticipate this trend will continue and our target is 96% for 2010/11 onwards.

The average time taken to complete non-urgent responsive repairs

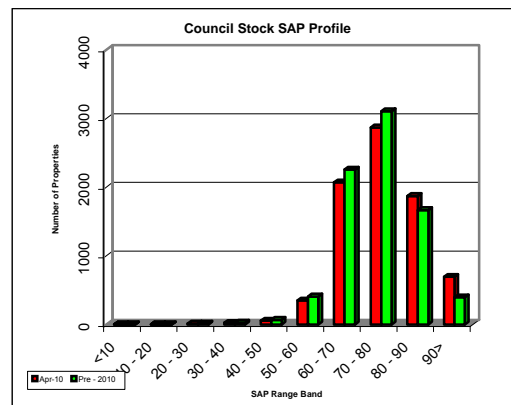
This PI relates to the average number of days to complete non-urgent repairs for the CMS team only. Our performance for 2008/09 was 19.12 days, against our service standard of 20 days.

The average repair completion time reflects the actual time the tenant has waited and is more tenant-focused than reporting the landlord's performance in achieving its own target response times. This is reflected in the following graph.



Energy Efficiency

SAP is the Governments 'Standard Assessment Procedure' for energy rating of dwellings and is based on the energy costs associated with space heating, water heating, ventilation and lighting, less cost savings from energy generation technologies, adjusted for floor area. The SAP rating is expressed on a scale of 1 - 100, the higher the number the lower the running costs



The Council's average SAP rating based on the original scoring is 75 which is upper quartile when compared to benchmark club members.

Partnership performance

Aaron Services

Performance in the percentage of services carried out throughout the year improved in 2008/09 with 97% completed by the due date, against a target of 100%. During the year new initiatives were introduced to improve the access to properties included a review of the gas servicing process. This saw the introduction of warning tape being placed on the front door of properties

where access could not be gained to complete the annual gas service.

We recognise the importance of ensuring that all gas appliances are serviced annually. A procedure is also in place to address access issues, backed up with enforcement action.

KPI	2007/08 Out-turn	2008/09 Out-turn	Target 2009/10
Services completed within due date	93.7%	97%	100%
Immediate / call out repairs completed within due date	97.6%	99.4%	95%
Appointments kept against appointments made (Installs, Repairs, Services)	97.9%	98.3%	96%
Recalls (Install, Re-let, Repair, Service)	1.57%	1.53%	3%

Through joint working a great deal of effort has been put into reducing the number of hard to access addresses and prevent them being referred for legal process (the ultimate action). The number of outstanding gas services currently remains in single figures and is a major success compared to the position three years ago.

Kier

The following Key Performance Indicator's (KPI's) have been agreed for their area of works:

KPI	Outturn 2008/09	Target 2009/10
Resident Satisfaction	94.23%	90%
Meeting the Planned Programme	102.18%	90%
Call backs rectified within agreed timescales.	100%	90%

8. Housing Finance

8.1 Introduction

The Housing Revenue Account (or HRA) is the Council's landlord account. All income and expenditure relating to Council homes is accounted for within this account. There are strict regulations governing what can be charged into this account. The current financial environment places increasing emphasis on the role of central government in determining if the HRA is viable or not.

The HRA in Lincoln has come under considerable pressure in recent years, both as a result of reductions in stock and fluctuations in Housing Subsidy allowances. Housing Subsidy is, effectively, Central Government's assessment of each Authority's HRA and is arrived at through numerous complex formulae, which produce allowances for items like Management, Improvement in/Repairs to the stock etc. Allied to this is an assessment of what should be receivable through rental income and this is a negative in the overall calculation of an Authority's entitlement. If the latter exceeds the allowances, then an authority is deemed to be in 'Negative Subsidy' and is required to make payments to Central Government...the situation that Lincoln entered into in 2007/08.

More recently the position has changed as the Government has carried out a major redistribution of subsidy monies around the country. However the Government continue to alter the subsidy formula, which leads to considerable risks in planning as resources are changed from year to year.

To minimise such risks we need to continually revisit the way in which we provide services in order to make the plan work.

The original Business Plan set out the targets needed to implement the changes that would enable us to achieve the required savings to support it. So far significant progress has been made in achieving these savings and progress against the remaining targets is shown in section 10 (Action Plan).

In section 11 we also set out our revised plans for service development and delivery of capital investment in the housing stock. This section summarises those plans in financial terms and our plans to:

- bring all of our homes up to the Decent Homes Standard in a comprehensive and sustainable way by December 2010.
- reorganise the way we provide day to day repairs services to make substantial savings in running costs to allow us to put extra revenue resources into capital works (called Direct Revenue Financing) to go beyond the Decent Homes Standard to deliver the Lincoln Standard by 2016.
- maintain the stock over the longer term using a combination of the Major Repairs Allowance, ongoing receipts from the sale of council houses under the Right to Buy and Direct Revenue Financing.
- generate, where appropriate, resources from the disposal of land and other non-dwelling properties we hold, to help resource the stock improvements.

8.2 Lincoln's Approach

The Council's approach to setting out its financial plans is through a 5 year Financial Strategy. In the original Business Plan we developed this forward projection using our own modelling and extended the projection over 30 years from 2006 to 2036. Part of the Government's regulations on setting up Business Plans also requires us to produce a separate model using the Government's own financial model.

8.3 Property Numbers

On 1st April 2009, we had 7,956 properties. Right to Buy sales in Lincoln have slowed dramatically over recent years. Compared to over 130 sales 5 years ago, sales have numbered 70, 53, 42, and 12 respectively in the 4 years to 2008/09.

8.4 Rents and Income

The Governments' 2000 rent restructuring policy set out to bring both public, and private sector rents together, in line with 'their' formula rent, over a 10 year period, with convergence by 2011/12. Lincoln had

been on track to meet this deadline. However, as part of the Governments' annual Housing Subsidy Determinations, for 2008/09, convergence was extended by 5 years to 2016/17, and Lincoln's figures were adjusted to meet the new deadline. Then the 2009/10 Determinations broke away from the agreed formula in that a 2-year, averaged increase was formulated, to limit rent increases across the country in view of the prevailing economic downturn.

This has resulted in a more fluid end date as the calculation, being linked to RPI, now shows convergence in 2012/13. In 2010/11, our 52-week average rent will be £55.60, and £60.98 by 2012/13. This represents an average rent increase each year of 4.73% although the precise rent increases for individual properties will vary around this average

We have very few services, which could be charged for separately as service charges and we have therefore not included any forecasts for service charge income, at this stage.

Rent lost through properties being vacant was estimated, in the original Business Plan, at 1.57% for all 30 years. Recent performance has enabled this to be reduced to 1.1%.

8.5 Housing Subsidy

Within the subsidy calculation, the Government grants allowances for Management, Maintenance, Major Repairs and Capital Charges. In line with national policy, we have assumed that these allowances will rise by the annual rate of inflation each year. However, as mentioned earlier, the Government also make an assessment of our rental income that is offset against the allowances. Currently the latter outweighs the allowances making Lincoln a negative subsidy payer.

8.6 Management Costs

The costs of running day-to-day services are set to increase by slightly more than inflation each year. We estimated the need to make savings of around £300,000 per year over the plan period from 2006 to 2011 and these have already been achieved through the restructuring exercise in 2006/07 and are included in the financial plan.

8.7 Repairs and Maintenance

The money we spend day to day on repairs includes responsive repairs, cyclical repairs (such as gas servicing) and repairing empty properties ready for re-letting. The original Business Plan identified the need for a £1.2m saving p.a. on 'responsive' repairs to enable us to re-direct the money saved into longer term planned programmes, which give better Value for Money.

This philosophy was behind the decision to modernise our workforce operations and the repairs service has been reorganised accordingly to realise these savings.

8.8 Capital Investment

The outputs from the Stock Condition Survey are continually revised and updated, and this puts us in a strong position to estimate future costs over the long term.

In doing so, we need to make allowances both for inflation and for reductions in our stock as a result of Right to Buy sales and other disposals.

The capital programme for the 5 years to 2014/15 shows a requirement of £46.3m. This level of programme represents a substantial annual increase on the 'pre Decent Homes' expenditure levels of around £6m p.a.

Capital Investment Requirement Summary

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	£'000	£'000	£'000	£'000	£'000	£'000
Decent Homes Standard	13,073	7,380	5,966	4,628	6,803	-
Mechanical & Electrical works	-	685	-	-	400	-
Extensive Repairs	-	-	159	-	200	-
Environmental Works	80	144	117	121	125	-
Health & Safety requirements	1,196	1,374	450	1,259	1,597	-
Current Developments	125	327	9	10	-	-
Contingent major repairs (including Aids & Adaptation major works)	20	296	270	286	305	-
Computer Fund	110	114	118	121	125	-
Lincoln Standard*	-	-	1,075	2,100	-	-
Unallocated	-	-	-	-	-	9,746
Total Programme	14,604	10,320	8,164	8,525	9,555	9,746

* Lincoln Standard works delivered over 10 years from 2006-2016

8.9 Resource Summary

The combination of rent increases from rent restructuring, improved performance in rent arrears and empty properties, and savings in day to day management and

maintenance expenditure has allowed us to build up resources for capital investment from which we plan to draw £2.365m over the 5 years to 2014/15 (Line 34 of App 8).

The Business Plan forecasts are shown in detail at appendices '5' and '8' and are summarised in the following tables.

Projected Capital Programme and Resources summary

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	£'000	£'000	£'000	£'000	£'000	£'000
Total programme to be funded	14,604	10,320	8,164	8,525	9,555	9,746
Resources b/fwd	(6,418)	(2,617)	(1,167)	(1,015)	(664)	(760)
Supported Capital Expenditure	(1,020)	(1,020)	-	-	-	-
Major Repairs Allowance	(4,943)	(4,983)	(5,080)	(5,175)	(5,268)	(5,363)
Grants and contributions	-	(283)	-	-	-	-
Direct Revenue Financing	(4,590)	(2,596)	(2,683)	(2,744)	(4,121)	(4,116)
In year Usable RTB receipts	(79)	(161)	(247)	(253)	(259)	(264)
Land and other receipts	(171)	173	(2)	(2)	(3)	(3)
Total available funding	(17,221)	(11,487)	(9,179)	(9,189)	(10,315)	(10,506)
Resources c/fwd	(2,617)	(1,167)	(1,015)	(664)	(760)	(760)

Projected Housing Revenue Account Summary

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	£'000	£'000	£'000	£'000	£'000	£'000
Rents, dwelling & non-dwelling	(23,061)	(23,610)	(24,735)	(25,768)	(26,357)	(27,020)
Other income & contributions	(569)	(579)	(597)	(615)	(633)	(651)
Total income	(23,630)	(24,189)	(25,332)	(26,383)	(26,990)	(27,671)
Management and other costs	6,227	6,997	6,487	6,355	6,640	6,285
Negative Housing Subsidy payable	814	964	2,002	3,023	3,458	3,672
Day to day repairs	7,070	7,196	7,331	7,464	7,599	7,776
Major Repairs Allowance	4,943	4,983	5,080	5,175	5,268	5,363
Debt charges	1,260	1,490	1,513	1,513	1,513	1,513
Direct Revenue financing	4,590	2,596	2,683	2,744	4,121	4,116
Total expenditure	24,904	24,226	25,096	26,274	28,599	28,725
Transfer to/(from) Reserves	120	(25)	199	181	(1,646)	(1,054)
(Surplus)/Deficit in year	1,394	12	(37)	72	(37)	-
Balance b/f at 1 April	(2,408)	(1,014)	(1,002)	(1,039)	(967)	(1,004)
Balance c/f at 31 March	(1,014)	(1,002)	(1,039)	(967)	(1,004)	(1,004)

8.10 Risk Assessment / Sensitivity analysis

As with all projections, there is an element of risk in that the assumptions made in finalising any forecasts are based on estimations at the outset, and are subject to change, particularly as time passes by. We have therefore considered a series of sensitivities.

The first area of sensitivity is around things we cannot control, such as government rent and funding policy and inflation in general.

The second area is around things we can control, such as our performance in keeping rent loss through properties being empty at the level we have assumed and whether we are able to achieve the savings we need to.

The most significant risks to our plan remain the Government's future subsidy policy and building cost. In all of the cases, our main mitigating actions would focus around:

- Re-phasing of works into future years, whilst protecting the basic level of Decent Homes Standard at all times – none of the sensitivities above would threaten our delivery of Decent Homes

by December 2010 or the ongoing maintenance thereafter;

- Finding additional savings in running costs from other areas of the service

We have made the most appropriate assumptions in line with national housing policy and our plans to deliver services in a different way in the future and we are confident that these assumptions remain both robust and sustainable for the foreseeable future.

We continue to monitor the validity of these assumptions through a quarterly risk assessment of the key factors.

8.12 Summary

The financial forecast is more sustainable than the original Business Plan due to the:

- subsidy determination in year one which has impacted positively in subsequent years.
- successful delivery of our 'in-house' savings, and
- improved performance in rent arrears and empty property management.

9. Value for Money

9.1 Cashable Savings

We recognise the importance of achieving value for money and see this as a key piece of work to develop a 'work-plan'. During 2008/09 a Housing Value for Money Strategy was published.

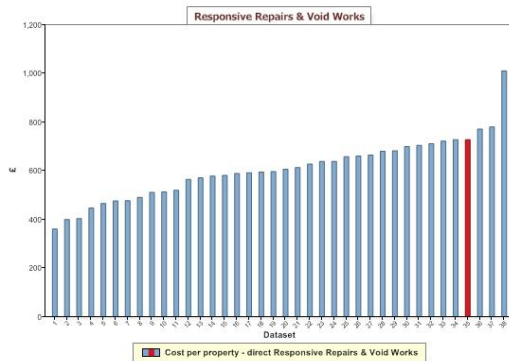
The efficiency / cashable savings made during the current year (2008/09) are shown in the table below. This reflects the good performance achieved from improved rent collection, reduced empty property times

	Initiative	Quality Crosscheck	2009/10 Forecasts		
			Ongoing Cash – Releasing Gains from 2008/09	Further Ongoing Cash - Releasing Gains for 2009/10	Cumulative Gains for 2009/10
Gershon Savings	Improved Rates of Rent Collection	BVPI 066a	£174,777	£103,065	£277,842
	% of Rent lost through dwellings becoming vacant	Ho2	£147,889	£(46,286)	£101,603
	% of Rent lost through garages becoming vacant		£0	£24,440	£24,440
	Sub Total (tenancy Management)		£322,666	£81,219	£403,885
	Large Partnership Contract		£231,341	£0	£231,341
	Re-tendering of Electrical & Heating Contract		£109,730	(£26,089)	£83,641
	Decent Homes Partnership		£0	£240,712	£240,712
	Re-tendering of Gas Service & Maintenance Contract		£0	£98,387	£98,387
	Move to combined depot for all construction partners		£91,468	(£22,673)	£68,795
	Restructure of City Maintenance Service (CMS)		£0	£194,240	£194,240
	Closure of Maintenance Stores		£231,341	£0	£231,341
	Sub Total (Maintenance & Investment)		£538,822	£486,384	£1,025,206
	Total Savings		£861,488	£567,603	£1,429,091

9.2 Vfm Analysis

As indicated in Chapter 7 we benchmark our services through Housemark who have also produced a Business Overview Report comparing Local Authorities across the country. The report includes a VFM analysis that, at a time of increased pressure on local authority revenues, will enable us to identify service areas where costs might be reduced with minimum impact on service delivery standards.

The graph below shows the responsive repairs and empty property re-servicing cost. (Lincoln is shown in red)



Source Housemark report 'Local Authorities in England Business Overview Benchmarking'

Including overheads in any cost per property indicator provides a useful alternative measure that looks at the overall cost to the organisation rather than just the direct cost.

Furthermore, including adjusted overheads in responsive repairs and void re-servicing costs enables a more relevant comparison between organisations that have 'partnering' arrangements in place or where functions are outsourced to organisations with a DLO and/or internally provided 'client side' functions.

The graph below shows the housing management cost per property including overheads - expressed as a cost per property. The housing management function includes: rent arrears and collection, resident involvement and consultation, anti-social behaviour, tenancy management and lettings



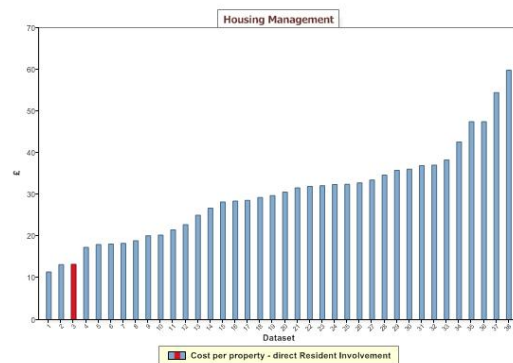
Source Housemark report 'Local Authorities in England Business Overview Benchmarking'

This cost indicator is a useful check on the total cost of managing our general needs housing business. The total cost per property is made up of the direct housing management and apportioned overhead costs of housing management.

Direct cost of resident involvement

The following chart shows the direct cost per property (direct employee costs and direct non-pay costs) of resident involvement and consultation. The employee costs cover activities such as informing residents about services and performance; managing surveys and other feedback; setting up and supporting residents groups; management of grants; agreeing / delivering resident involvement policy and publicity (e.g. newsletters, conferences etc.). Non-pay costs include resident involvement expenses and grants to resident organisations.

Overheads are excluded from this measure.



10. An Updated Action Plan for Delivering Our Priorities

10.1 Monitoring the Action Plan

The Action Plan has been updated to reflect the current position and introduces some new actions for the year 2010/11. The Action Plan identifies affordable actions with clear milestones and responsible officers.

The original Action Plan included 26 actions and a further 26 were added into the last Business Plan updates. At the end of the fourth year a total of 42 actions had been completed leaving 10 outstanding, and 8 new actions are included in this 2010/11 update.

The delivery of the Business Plan Action Plan is fundamental to achieving the aims and objectives of meeting the Decent Homes and Lincoln Standards. A key action within the Business Plan is to report and monitor progress.

The arrangements for monitoring the progress of the Action Plan remain as follows:

Tenants and Leaseholders will play an active role in ensuring that the Action Plan is implemented. This is currently done through the Tenant Advisory Panel (TAP) who will monitor performance and quality of service. During 2010 we will be seeking the views of all tenants on a new framework so that we can better involve more tenants in this process.

Elected Members will continue to receive half yearly reports through the Housing Scrutiny Sub Committee on the general progress of the Business Plan Action Plan. Members of the Performance Scrutiny Committee will also continue to receive regular reports on performance against established Best Value and Local performance indicator.

HRA Business Plan 2010-2015

10.2 An Updated Action Plan for Delivering Our Priorities

Area: General Management

The Golden Thread The importance of achieving high environmental standards on Council estates.

Community Plan *"Creating a better environment. – Objective to maintain to the highest possible standard the streets and open spaces within the City, minimizing litter and maximizing the visual impact of open spaces".*

Strategic Plan *"Deliver progress towards more residents (both Council tenant and private sector) having decent homes to live in"*

Housing Strategy *To improve housing services and standards for Council and Housing Association tenants".*

Ref	Objective	Target	Lead Officer	Progress	Current Status
2	Disposal of identified land/assets: 1. Liaise with Property Team to agree programme 2. Evaluate garage sites for disposal	Target revised to April 2010	HoH	Funds from sales have been realised during 2008. Any additional resources received will be used for contribution to Affordable Housing or supporting Improvement Grants through the Housing Investment programme. The need for the use of these funds to contribute towards the Exceptional properties Decent Homes work will continue	C
3	Report progress on Business Plan to: 1. TAP/SIP 2. Executive	On-going	HoH	1. Progress report last presented to TAP in June 2008 2. Executive on 16/07/08.	C
5	Reduce costs of Housing Management by undertaking a review of Estate Caretaking	Apr 2007	TSM	Review completed. Small savings realised through conversion of posts to non-resident. Saving overall will amount to approximately £23k in time.	C
6	Maximise income/reduce costs of housing management by implementing service charges for ancillary services such as Caretaking	Apr 2008	HoH/ HSSM	Initial report presented to DMT. Considered Executive on 19/2/07 but deferred until National review of HRA Business Plan is known. Deleted and replaced with new action ref - 53	C
7	Develop Sustainable Communities by continuing to support the Moorland Access Centre and reviewing other areas for similar project work	On-going	TSM	Both schemes now operational. Markham House now open. JAG's up and running in North & South of City.	C

HRA Business Plan 2010-2015

Ref	Objective	Target	Lead Officer	Progress	Current Status
27	Embed the changes to the Directorate organisation and management structure.	On-going	HoH/ HoMI	Completed with launch of new structure at staff conference 8 th & 9 th March 2007.	C
28	Utilise the outcome of the '360 degree' appraisals to fully identify management and leadership training needs & implement a management-training programme.	Sep 2007	DHCS / HoH / HoMI	Training completed for Corporate Leadership Group (CMT & HOST). Currently being rolled out to Service Managers and Team Leaders	C
29	Further embed the new performance management system and develop actions plans to address underperformance in key BVPI's.	Apr 2008	HoH / HoMI / Service Managers	Performance Clinics introduced in Management Team. Briefings included for service Managers. Questionnaire to staff circulated Mar 08 to gauge success of process. Work programme established for team training during 2008/09.	C
30	Fully utilise the revised Complaints System to identify & address performance issues	Apr 2008	HoH / HoMI / HSSM	Procedure reviewed and revised guidance circulated January 08. Performance improved substantially during first quarter of 2008.	C
31	Carry out a post implementation review of new technology	April 2008	HSSM	New target. Introduced into Landlord Services Team Work-plan for quarterly monitoring. Stage 1 review by October 2007, Stage 2 April 2008	C
37	Develop a Value for Money Strategy for the Landlord Service	Oct 2007	HoH/ HoMI	Draft completed & circulated Dec 07	C
38	Review structure, roles and responsibilities within the Landlord Service Team.	July 2008	HoH/ HoMI	Landlord Service Team re-established June 2008 and meeting structure agreed and implemented.	C
39	Develop an Asset Management Strategy	Apr 2011	HoH/ HoMI	Target amended to coincide with a revised Business Plan 2011-16	IP
40	Undertake research to consider introduction of Incentive Schemes for under-occupation, end of tenancy etc.	Apr 2011	HM	1 st report drafted Aug 2008 amended to await outcome of LEAN System review on VOIDS.	IP
47	Implement updated version of Universal Housing software	Oct 2009	HSSM	Installed and implemented April 2009	C
48	Undertake fundamental review of Policies and Procedures to ensure service is 'Fit for Purpose'.	Apr 2011	HSM	Review under way but target amended to Apr 2011 to coincide with work on new Regulatory Framework	IP

HRA Business Plan 2010-2015

Ref	Objective	Target	Lead Officer	Progress	Current Status
49	Assess outcomes from National Conversation to ensure issues are reflected in any service changes.	Oct 2009	HoH / HSM	Task completed resulting in Tenants & Authority responding to consultation paper 'A new regulatory framework for social housing in England'.	C
51	Monitor progress on the national review of the HRA and implement any recommendations.	Dec 2010	HoH	Offer made to Local Authorities by Government with deadline for responses by 6th July 2010.	IP
52	Review the potential for undertaking New Build Schemes inside and outside the HRA.	Apr 2011	HoH	Working group established but progress delayed owing to staff absence. Task target to coincide with the HRA review	IP
53	Consider the implementation of Service Charges linked to enhanced local offers	Dec 2011	HSSM		New
59	Remodel the HRA Business Plan following the outcome of the Governments proposal for the HRA reform	Apr 2011	HoH		New

HRA Business Plan 2010-2015

Area: Capital Programme

The Golden Thread Community Plan Ensuring that the future of Council housing in Lincoln meets local aspirations – in particular the Lincoln Standard.
"Addressing Housing Need. - Objective to ensure that all social housing, including council housing meets set standards of decency by 2010 in line with the Government's Public Service Agreement"

Strategic Plan *"Deliver progress towards more residents (both Council tenant and private sector) having decent homes to live in".*

Housing Strategy *To improve housing services and standards for Council and Housing Association tenants".*

Ref	Objective	Target	Lead Officer	Progress	Current Status
9	Implement as much of the Lincoln Standard as possible following consultation with tenants	Dec 2016	HoMI	Included within the new Partnering Contract commenced April 2006 with accelerated window programme. Revisit the Lincoln Standard in the light of agreed Local Offers	IP
11	Examine options for 'high cost stock' by carrying out further stock option on: 1. Tower blocks 2. Sheltered schemes 3. Miscellaneous properties	April 2009	HoMI	Tower Block works agreed by Executive Sep 2008 Sheltered Schemes Options to be reported by April 2009. Miscellaneous Properties being considered individually when vacated – no work above £18k approved. Tower Estate work commenced 4 th August 2008 – See Ref - 50	C
42	Undertake a 10% annual stock condition survey.	IM	April 2013	To be reviewed during 2010	Not Yet Started
50	Complete Option Appraisal on Sheltered Housing Schemes and implement recommendations	May 2010	HoH / HMI	Research progress, architects engaged and report scheduled for Summer 2010. Possible threat of reduced Supporting People Funding from 2011 and decision needs to be taken in light of this.	IP

HRA Business Plan 2010-2015

Area: Repair & Maintenance

The Golden Thread Improving the approach to repairs and improvements.

Community Plan

"Creating a better environment. – Objective to maintain to the highest possible standard the streets and open spaces within the City, minimizing litter and maximizing the visual impact of open spaces".

Strategic Plan

"Deliver progress towards more residents (both Council tenant and private sector) having decent homes to live in".

Housing Strategy

To improve housing services and standards for Council and Housing Association tenants".

Ref	Objective	Target	Lead Officer	Progress	Current Status
15	Modernise repairs service/CMS by investigating mobile working for all operatives and implementing an agreement.	June 2006	HoMI/OSM	Executive approval of Business case & feasibility study June 06. Project tendered under OJEU process. Expressions of Interest received and evaluated, tender closing date was 22/11/06. Interviews held on 4th & 5th December. Executive agreed on 19 th February 2007 to appoint Sungard Vista. Software to be supplied by July 2007. – See action point 35	C
17	Modernise Repairs Service/CMS by investigating the rationalisation of Stores by either: 1. Centralisation of stores at Stamp End 2. Externalisation in Partnership with materials supplier	April 2007 Dec 2007	HoMI/OSM HoMI/OSM	1. Report approved by Executive 23/1/06 to relocate staff from Boultham (March 06) and Ermine (June 06) to Stamp End. New site purchased for joint Depot with Partners, located at Beevor Street. 2.-Report presented to executive 19 th November 2007. Stores closed Dec 08 and Partnership agreed with Jewson's commenced July 2008	C C
19	Modernise Repairs Service/CMS by completing a review of existing Schedule of Rates (SOR) and recommend changes	June 2007	OSM	Review completed. Schedule reduced from 1750 items to 160.	C
20	Modernise Repairs Service/CMS by implementing a new Schedule of Rates to the new 'real time' job allocation system.	June 2007	OSM	Nat Fed Schedule of Rates were implemented and went live 1 st Dec 2008.	C

HRA Business Plan 2010-2015

Ref	Objective	Target	Lead Officer	Progress	Current Status
35	Implement Mobile Working technology, guidelines and working process.	April 2008	OSM	Technology in place and piloted by electricians. Guidelines developed throughout pilot. Roll out completed by April 2008	C
36	Develop a Value for Money Workplan for the City Maintenance Service (CMS)	Oct 2007	HOMI	Workshop held 30 th November 2007 with HQN and work plan still to be developed. Cancelled – see Action 37	C
43	Undertake a review of the fleet	April 2013	MM	Review complete and new first ordered. First vehicles delivered Autumn 2008	C
44	Review the operation of the CMS Trading Account	April 2011	HoMI	Ongoing process. Regular meetings undertaken with Accountants – Referred to Repairs Improvement Group. Target amended.	IP
45	Review the need for Schedule of Rate	April 2013	HoMI	Reviewed and agreed that a national schedule be applied to allow benchmarking.	C
46	Implement Phase II of the Mobile working Technology to include: i. Electronic interface with Opti-time and other systems ii. Consolidated SOR iii. Repair diagnostic software iv. Review of PDA software v. Electronic requisitioning/replenishing of stock vi. Implement SMS text messaging for appointments	Jun 2009	MM	In Progress Implemented Dec 2008 On Schedule for installation Summer 2009 On schedule In progress	IP C C C IP C
58	Undertake LEAN System review of VOIDS and eliminate waste	Apr 2011	HoMI		New
60	Undertake LEAN System Review of Repairs and implement findings.	Apr 2011	HoMI		New

HRA Business Plan 2010-2015

Area: Customer Feedback

The Golden Thread Improving arrangements for customer feedback.

Community Plan "Crime and Community Safety – Objective to ensure effective partnership working with other agencies and the community".

Strategic Plan Priority "Deliver progress towards more residents (both Council tenant and private sector) having decent homes to live in".

Housing Strategy To improve housing services and standards for Council and Housing Association tenants".

Ref	Objective	Target	Lead Officer	Progress	Current Status
32	Review opportunities for improved tenant participation.	July 2010	TLO	Under review following introduction of Tenant Services Authority. National Conversation being held during 2009. Target replaced with Ref 54.	C
33	Develop action plan to respond to issues in the Tenant Satisfaction Survey and improve ratings.	Jul 2007	HSSM	2 nd plan developed and reported to Performance Scrutiny Committee December 2008.	C
34	Implement the actions within the Tenant Satisfaction Survey Action Plan	Dec 2009	HSSM	Replaced by Action ref 55	C
41	Review role and regularity of Surgeries and Forums	Dec 2008	TSM	Under way and tied in with feedback from National Conversation (see Action 54)	C
48	Develop an Action Plan following the 2008 Tenant Satisfaction Survey	Apr 2009	TSM/HSSM	Replaced by Action ref 55.	C
54	Introduce a new framework for engaging and involving tenants in Service delivery	Apr 2011	HoH		New
55	Undertake new Tenant Satisfaction Survey, develop and implement an action plan	Apr 2011	HSSM		New
56	Negotiate Local Offers with tenants setting out standards to be met	Apr 2011	HoH/HoMI		New
57	Develop and Implement new Tenant Involvement Strategy	Dec 2010	TLO		New

Completed	In target and in progress	Out of target	New Action
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Table of Appendices

	Page No.	
Appendix 1	Our Strategic Plan Priorities	32
Appendix 2	Housing Stock Profile	33
Appendix 3	Performance Indicators (BVPI's and Local PI's)	34
Appendix 4	Housing Investment Programme Expenditure 2006/07, 2007/08 & 2008/09	36
Appendix 5	5 Year Housing Investment Programme 2010/11 to 2015/16	38
Appendix 6	HRA Repairs Expenditure 2006/07, 2007/08 & 2008/09	40
Appendix 7	Housing Revenue Account Operating Account - Original Estimates & 'Actuals' 2008/09 - Original Estimates 2009/10	41
Appendix 8	Housing Revenue Account Budget Summary Forecast (2010-2015)	43

HRA Business Plan 2010-2015

Our Strategic Plan Priorities

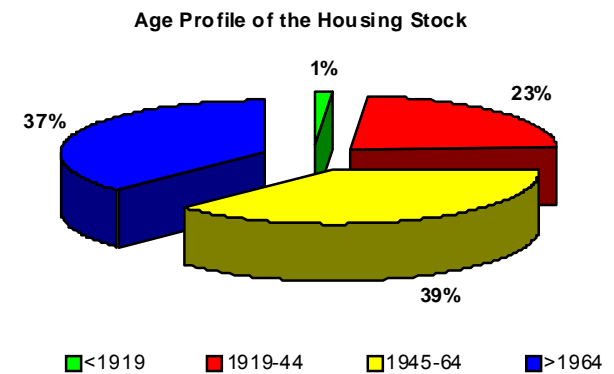
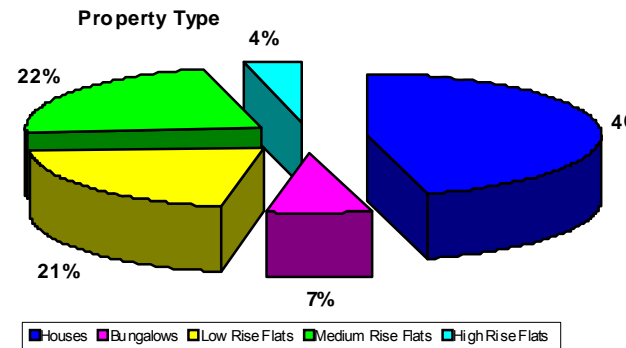
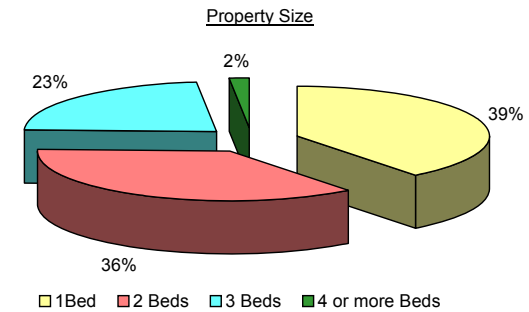
The Strategic Plan is the key document produced by the City of Lincoln Council. It has been revised and updated over the years to reflect changes to the issues facing both the city and the council. This is the seventh version of the plan. The 2010 review has produced new emerging priorities.

Crucially, the plan sets a vision for how we will play our part in addressing the needs of the city and sets out a range of key priorities where activity will be focused. These emerging priorities are a commitment by us to use our resources and services to take positive action 'on the ground' that will make a difference to local people.



HRA Business Plan

Type of Property	Age of Property				
	Pre 1919	1919-1944	1945-1964	Post 1964	Total
Low Rise Flats					
1 bed	4	40	665	740	1449
2 Beds	2	4	98	79	183
3 beds	0	0	0	14	14
Total	6	44	763	833	1646
Medium Rise Flats					
1 bed	2	0	300	848	1150
2 Beds	0	0	252	361	613
3 beds	0	0	15	7	22
Total	2	0	567	1216	1785
High Rise Flats					
1 bed	0	0	58	138	196
2 Beds	0	0	30	74	104
Total	0	0	88	212	300
Houses & Bungalows					
1 bed	0	159	147	41	347
2 Beds	67	704	845	345	1961
3 beds	34	840	612	304	1790
4 or more Beds	3	99	20	5	127
Total	104	1805	1626	696	4225
Grand Total as at 31st March 2009	112	1846	3042	2956	7956



Indicator	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11
Best Value PI	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
BVPI63 – Energy Efficiency – Average SAP rating	67	68	68	71	74	72	74	72	75
BVPI 66a Rent Collection & Arrears - Proportion Of Rent payable during period collected	98.92%	98.9%	99.26%	99.25%	99.96%	98.75%	99.78%	99%	99%
BVPI66b – No of Tenants with more than 7 weeks arrears			7.70%	6.7%	6.75%	4.12%	6.69%	4.10%	5%
BVPI66c - % of tenants in arrears who have had Notice seeking possession Served			25.27%	23.65%	45.84%	16.5%	30.2%	16%	30%
BVPI66d – Tenants evicted as a result of rent arrears			0.76%	0.55%	0.41%	0.65%	0.31%	0.6%	0.40%
BVPI 74a - Satisfaction of tenants with the overall service provided	77%			73%		73%	78%		82%
BVPI184a – Proportion of homes non decent	22.17%	21.42%	21.88%	26%	37.7%	33%	23.39%	24.44%	10%
BVPI184b – Percentage change in proportion of non-decent homes	-8.43%	18.33%	-0.1%	0.0%	30.1%	35.61%	28.1%	47.36%	?
BVPI212 - Average time taken to re-let local authority housing	41.9 days	35.4 days	34.2 days	35 days	32 days	28 days	35 days	25 days	25 days

HRA Business Plan

Indicator	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11
	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
Ho1 (from 2007/08) – Actual cost of housing repair per dwelling			£13.97	£13.97	£15.32	£9	£14.93	£11	£17.42
Ho2 - % rent lost through dwellings becoming vacant	1.63%	1.27%	1.1%	1.1%	1.28%	1.0%	0.99%	0.99%	0.90%
Ho3 – Percentage of urgent repairs completed in government time limits	93.99%	91.1%	91.05%	91.05%	86.19%	97%	96.22%	98%	98%
Ho4 – Average time to complete non urgent repairs	16 days	17 days	7.3 days	7.3 days	25 days	12 days	19.12 days	12 days	11 days
Ho6 - Rent collection – Rent arrears of tenants as a proportion of rent roll	2.65%	2.33%	2.3%	2.3%	2.37%	2.00%	2.02%	1.95%	1.5%
Ho9 – Repairs & maintenance ratio of planned repairs expenditure to responsive repairs expenditure			43.23%	43.23%	72.1%	61%	72.4%	64%	74.9%

HOUSING INVESTMENT PROGRAMME EXPENDITURE 2006/07 to 2008/09

Project Name	Contract No.	2006/07 £	2007/08 £	2008/09 £
<u>Decent Homes</u>				
Bathroom Improvements	1440	64,203	-	-
Bathrooms & WC's 2006/07 to 2010/11		67,150	467,733	1,042,803
Fire Alarm Systems Sheltered Housing	1407	-	2,390	-
Central Heating - Installations/Upgrades	1408	7,842	-	-
Central Heating/Boiler Replacement		996,841	2,384,261	2,344,489
Responsive capitalised heating replacements		-	-	260,091
Thermal Comfort works		-	28,316	71,101
Kitchen Improvements Contract No. 1 (OSD)	1365	24,573	-	-
Kitchen Improvements 2006/07 to 2010/11		522,350	2,110,009	3,221,455
Decent Homes Modernisations		132,012	330,075	210,356
Rewiring Gaunt Street Flats (OSD)	1406	491	-	-
Rewiring- Contract 1	1435	17,485	-	-
Rewiring 2006/07 to 2010/11		315,066	2,691,420	3,151,855
Chimneys		-	-	41,807
Roofing Newport Area	1437	1,067	-	-
Roofing St Botolphs Crescent	1438	20,830	-	-
Re-roofing/Chimneys 2006/07 to 2010/11		1,200	186,650	366,870
Window Replacements Ermine West & East	1378	13,830	-	-
Window Replacements 2006/07 to 2010/11		721,790	1,823,323	62,432
External Doors - Ermine	1405	48,598	-	-
Structural Repairs - Roman Pavement	1420	-	14,045	700,980
Cladding - Mons Road (Includes windows)	1387	100	-	-
Ermine Balconies		1,718	-	-
Major Repairs/Works - Structural Works		45,629	855	-
Lintel Failures 2006/07 to 2010/11		10,000	-	-
Wall Tie Failure 2006/07 to 2010/11		10,000	22,063	49,058
Door Replacement 2006/07 to 2010/11		34,626	64,962	137,871
Decent Homes- Decoration Allowances		841	27,889	95,258
Decent Homes- Prelim Set Up Costs		851,958	1,140,463	1,394,801
		3,910,200	11,294,454	13,151,227
<u>Catch Up</u>				
Boiler Emergencies - Contract No. 1	1368	164,444	-	-
Boiler Emergencies - Contract No. 2	1369	23,246	-	-
M&E Sheltered Housing - Derek Miller		4,386	-	-
		192,076	-	-
<u>Health & Safety</u>				
Asbestos Removal 2006/07 to 2010/11		11,541	29,692	330,200
Lambeth House Car Park		496	-	-
Safety Bollards to Shuttleworth House		4,477	-	-
Door Entries - 3 locations		17,861	-	-
Communal Lighting H&S Improvements		-	90,117	329,961
Renew paths and pavings		-	-	14,353
St Botolphs Crescent Paving Refurbishment		-	-	5,184
Security Works		-	3,549	2,309
Replacement Door Entry Systems		3,046	20,534	10,095
Plastering (HHSRS)		-	46,919	133,867
Spring Hill and Other Housing DDA Requirements		-	21,601	-
Replacement Water Tanks - Tower Blocks		5,945	9,507	-
Fire Safety Works		-	266,522	19,311
		43,366	488,441	845,280

HRA Business Plan

Project Name	Contract No.	2006/07 £	2007/08 £	2008/09 £
<u>Other Schemes</u>				
5 Legbourne Close	1433	9,731	1,536	-
1 Andersons Lane		2,625	82,193	-
100 Queen Elizabeth Road		52,695	-	-
7 Mons Road		-	-	43,719
Aids & Adaptations - Major Works - 3pa		25,584	-	-
Hamilton House		1,182,910	498,554	15,165
Accommodation Work for Wheelie Bins		72,511	2,539	-
Markham House		31,950	97,212	2,122
EBB- Door Entry Scheme		2,089	-	-
Drainage Works		-	5,775	2,625
Communal TV Aerials	1401	-	1,690	2,567
Groundwork Partnering		25,897	1,756	-
Modernisations	1330	65,212	-	-
Skellingthorpe Plantation		10,335	-	-
Western Growth Corridor		98,404	-	-
Partnership Consultancy Fees		121,000	-	-
		1,700,943	691,255	66,198
		5,846,585	12,474,150	14,062,705
<u>Other Expenditure</u>				
Mobile Working		-	220,715	-
Contribution to IT Fund		76,077	-	49,773
Emergency Alarm Works		-	-	30,315
		76,077	220,715	80,088
GRAND TOTALS		5,922,662	12,694,865	14,142,793

HOUSING INVESTMENT PROGRAMME 2010/11 TO 2014/15

Please Note – All figures include inflation, profit & overheads

Ref	Project Name	2010/11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £
CAPITAL WORKS						
<u>Decent Homes</u>						
1	Bathrooms & WC's	254,471	706,810	507,000	700,000	-
2	DH Central Heating Upgrades	895,238	405,000	1,067,643	1,556,546	-
3	Responsive Capitalised Heating Replacements	267,750	255,000	374,302	350,000	-
4	Thermal Comfort Works	22,321	226,040	-	229,000	-
5	Kitchen Improvements	1,308,544	1,883,480	681,240	750,672	-
6	Decent Homes Modernisations	124,266	62,020	80,000	130,000	-
7	Rewiring	898,767	930,000	473,632	850,000	-
8	Chimneys	13,619	210,360	234,000	235,253	-
9	Re-roofing	27,231	-	-	471,176	-
10	Lincoln Standard Windows Replacement	31,000	-	-	250,000	-
11	Structural Repairs - Roman Pavement	2,099,123	-	-	-	-
12	Wall Structure Repairs	112,823	37,580	106,440	340,029	-
13	Door Replacement	35,976	219,580	73,278	300,000	-
14	Decent Homes Decoration Allowance	100,000	30,000	30,000	90,000	-
15	Decent Homes Prelim Kier	1,188,540	1,000,000	1,000,000	550,000	-
16	Lincoln Standard Schemes	-	1,075,165	2,100,000	-	9,745,770
17		7,379,669	7,041,035	6,727,535	6,802,676	9,745,770
<u>Mechanical & Electrical</u>						
18	Works to Multi Storey Blocks	330,000	-	-	200,000	-
19	Works to Improve Group Schemes	355,334	-	-	200,000	-
20		685,334	-	-	400,000	-
<u>Exceptional Extensive Repair</u>						
21	Multi Storey Flats	-	158,910	-	200,000	-
22		-	158,910	-	200,000	-
<u>Environmental Improvements</u>						
23	RESPECT Agenda & Local Area Agreements	143,810	117,566	121,445	125,000	-
24		143,810	117,566	121,445	125,000	-
<u>Health & Safety</u>						
25	Fire Alarm Systems Sheltered Housing	12,610	-	-	20,000	-
26	Asbestos Removal	181,946	102,230	100,000	347,000	-
27	Communal Lighting H&S Improvements	78,750	8,670	100,000	250,000	-
28	Renew paths and pavings	321,480	122,470	308,000	200,000	-
29	Security Works	89,721	21,680	250,000	300,000	-
30	Provide fire stopping to party walls	65,070	13,360	20,905	15,000	-
31	Renew bulkhead external lighting	5,690	2,170	25,000	50,000	-
32	Renew emergency lighting	50,170	15,300	95,000	25,000	-
33	Replacement Door Entry Systems	98,290	26,020	125,000	125,000	-
34	Renew lift	41,020	7,940	85,000	-	-
35	Renew stair structure	153,810	43,360	50,000	50,000	-
36	Plastering (HHSRS)	227,630	86,720	100,000	200,000	-
37	Other Housing DDA Requirements	48,399	-	-	-	-
38	Fire Safety Works	-	-	-	15,000	-
39		1,374,586	449,920	1,258,905	1,597,000	-

HRA Business Plan

Ref	Project Name	2010/11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £
<u>Current Developments</u>						
40	Provision for Transfer of Land from HRA	28,450	9,260	10,000	-	-
41	16 Ashby Avenue	45,000	-	-	-	-
42	16 Aylesby Close	35,000	-	-	-	-
43	17 Bassingham Crescent	35,000	-	-	-	-
44		143,450	9,260	10,000	-	-
<u>Contingent major repairs (including Aids & Adaptation major works)</u>						
45	Aids & Adaptations - Major Works - 3pa	170,720	176,350	182,170	190,000	-
46	Garage Maintenance	62,600	46,610	55,193	60,000	-
47	Drainage Works	39,830	29,660	32,530	35,000	-
48	Footpath Works	22,760	16,950	15,760	20,000	-
49		295,910	269,570	285,653	305,000	-
<u>Other Schemes</u>						
50	Energy Efficiency Works (Externally funded)	183,362	-	-	-	-
51	Housing Support Services Computer Fund	113,810	117,566	121,445	125,000	-
52		297,172	117,566	121,445	125,000	-
53	GRAND TOTALS	10,319,931	8,163,827	8,524,983	9,554,676	9,745,770
<u>Resources:</u>						
54	Supported Capital Expenditure	(1,020,000)	-	-	-	-
55	Unsupported Capital Expenditure	-	-	-	-	-
56	Major Repairs Allowance	(4,983,081)	(5,079,549)	(5,174,623)	(5,268,146)	(5,363,339)
<u>Capital Grants and Contributions</u>						
57	Other Grants and Contributions	(282,808)	-	-	-	-
58	Mortgage Principal Repayments	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
59		(285,308)	(2,500)	(2,500)	(2,500)	(2,500)
60	Direct Revenue Financing (DRF)	(2,596,481)	(2,683,110)	(2,744,263)	(4,121,315)	(4,115,561)
<u>In-Year HRA Capital Receipts:</u>						
61	RTB's (25%)	(160,920)	(246,930)	(252,610)	(258,420)	(264,370)
62	Capital Receipts (Land, others)	176,000	-	-	-	-
63		15,080	(246,930)	(252,610)	(258,420)	(264,370)
64	Total in-year Resources	(8,869,790)	(8,012,089)	(8,173,996)	(9,650,381)	(9,745,770)
65	add Net Resources b/fwd	(2,617,338)	(1,167,197)	(1,015,459)	(664,472)	(760,177)
66		(11,487,128)	(9,179,286)	(9,189,455)	(10,314,853)	(10,505,947)
67	less Total Programme (line 51)	10,319,931	8,163,827	8,524,983	9,554,676	9,745,770
68	Resources c/fwd	(1,167,197)	(1,015,459)	(664,472)	(760,177)	(760,177)

<u>HRA REPAIRS EXPENDITURE</u> <u>2005/06, 2006/07, 2007/08</u>		2006/07 Actual	2007/08 Actual	2008/09 Actual
<u>Tenant Notified</u>				
	<u>Zone</u>			
Ermine East	A	308,593	324,177	442,668
St Giles	B	698,971	555,623	677,859
Burton/Newport	C	88,467	110,461	123,776
Carholme/City	D	306,487	293,492	349,329
Monks Rd	E	356,753	340,152	352,331
Birchwood	F	397,941	475,055	490,483
Hartsholme	G	142,427	132,231	138,533
Boultham	H	489,132	534,205	671,400
Manse	J	175,483	148,624	223,654
Ermine West	K	327,224	544,145	467,817
Control Centre Recharge		8,950	10,838	17,178
Estate Shops		3,339	10,029	10,260
Other HRA Assets		-	-	16,897
		3,303,767	3,479,032	3,982,185
<u>Voids</u>				
Ermine East	A	97,560	89,236	170,857
St Giles	B	317,882	362,346	241,345
Burton/Newport	C	42,625	20,808	45,606
Carholme/City	D	120,291	103,020	143,632
Monks Rd	E	193,249	132,917	126,614
Birchwood	F	181,339	124,054	190,772
Hartsholme	G	72,922	45,867	68,612
Boultham	H	196,828	205,964	265,354
Manse	J	35,004	43,900	62,614
Ermine West	K	134,424	165,773	161,721
		1,392,124	1,293,885	1,477,127
		4,695,891	4,772,917	5,459,312
<u>Servicing Contracts</u>				
Lifts		12,975	17,843	18,606
Communal Aerials		3,753	21,471	8,091
Gas Servicing		1,079,616	959,217	1,081,526
Emergency Gas Repairs		35	0	0
Gas Maintenance		3,782	0	0
Intruder Alarms		20,307	4,280	987
Door Entry System		11,792	11,354	12,180
Fire Alarms		8,967	1,445	1,775
Electrical Testing, incl maintenance		121,118	285,266	328,639
CCTV Maintenance		-	-	2,345
		1,262,345	1,300,876	1,454,149
Painting Programme		11,153	0	162,923
Asbestos removal		28,862	0	1,013
Aids & Adaptations		199,094	234,228	447,597
Decoration Grants		54,103	36,868	29,863
<u>Tenants Compensation</u>				
Disturbance Allowance		252	0	673
Tenants Decant Exp		2,225	0	15,565
Tenants Compensation.		33,747	21,047	675
		36,224	21,047	16,913
<u>Other</u>				
Mtce Generators		396	0	11,778
Postages		345	44	2,182
Misc Purchases		1,217	0	0
		1,958	44	13,960
GRAND TOTALS		6,289,630	6,365,980	7,585,730

HOUSING REVENUE OPERATING ACCOUNT	2008/09			2009/10
	Estimate	Probable	Actual	Estimate
INCOME				
Gross Rental Income:				
1 - Dwellings rents	(22,046,500)	(22,195,800)	(21,973,987)	(23,371,470)
2 - Non-Dwelling rents	(509,920)	(512,570)	(433,160)	(535,920)
3 Charges for Services & Facilities	(418,230)	(418,810)	(461,655)	(430,990)
4 Contributions towards Expenditure	(71,450)	(71,450)	(54,421)	(73,590)
5 Total Income	(23,046,100)	(23,198,630)	(22,923,223)	(24,411,970)
EXPENDITURE				
6 Repairs Account Expenditure	6,282,660	7,164,940	7,443,953	7,070,140
Supervision & Management:				
7 - General	4,491,450	4,114,590	3,591,629	4,248,040
8 - Special	1,271,980	1,239,260	1,216,092	1,288,870
9 2.5% Vacancy Savings	(102,540)	-	-	(105,200)
10 Inflation Contingency	20,000	-	-	30,000
11 Rents, Rates and Other Premises	14,150	14,260	32,236	14,580
12 Negative HRA Subsidy Payable	555,660	604,770	577,125	1,553,450
13 Subsidy Limitation Transfer	384,570	376,500	428,758	356,680
Depreciation of Fixed Assets				
14 - Council Dwellings	6,599,740	6,478,150	6,851,464	6,478,150
15 - Other Assets	143,520	146,610	-	146,610
16 - Govt Grants Deferred	-	(8,860)	(246,563)	(8,860)
17 Impairments	-	29,940,000	29,939,876	-
18 Debt Management Expenses	96,390	107,030	63,443	100,270
19 Increase in Bad Debt Provisions	235,000	235,000	171,057	235,000
20 Total Expenditure	19,992,580	50,412,250	50,069,070	21,407,730
21 NET COSTS OF SERVICE per Authority I/E Account	(3,053,520)	27,213,620	27,145,847	(3,004,240)
22 CMS Repatriation	-	-	(227,818)	-
23 NET COST OF SERVICE	(3,053,520)	27,213,620	26,918,029	(3,004,240)
24 Gains/Losses on disposal	0	0	(69,809)	-
25 Loan Charges Interest	1,396,800	1,390,670	1,384,550	1,443,310
26 Pension Interest Cost & expected return on Pension Asset	0	0	399,825	-
27 HRA Investment Income	0	0	0	-
28 - Investment Interest	(482,920)	(573,000)	(298,843)	(319,870)
29 - Mortgages Interest	(2,520)	(2,180)	(2,165)	(1,430)
30 SURPLUS ON HRA FOR YEAR	(2,142,160)	28,029,110	28,331,586	(1,882,230)

HRA Business Plan

	2008/09			2009/10
	Estimate	Probable	Actual	Estimate
Adjustments on Statement of Movement on HRA Balance				
31 Premiums Payable	492,470	492,470	492,470	369,090
32 Discounts Receivable	(70,260)	(70,260)	(70,264)	(57,670)
33 Gains/Losses on disposal	-	-	69,809	-
34 Govt Grants Deferred	-	8,860	246,563	8,860
35 Impairments	-	(29,940,000)	(29,939,876)	-
36 Net FRS17 (Pension) charges	-	-	(974,430)	-
37 Employers pension fund contrib	-	-	1,021,319	-
38 DRF used for Financing	2,163,000	4,067,290	4,032,030	4,590,520
39 To/(from) Major Repairs Res	(1,880,200)	(1,777,180)	(1,988,374)	(1,697,490)
40	705,010	(27,218,820)	(27,110,752)	3,213,310
Contribution to Reserves				
41 - Insurance Reserve	219,430	(64,760)	(81,444)	238,070
42 - Invest to Save	-	-	-	-
43 - PI Survey	11,990	(6,000)	(6,000)	3,000
44 - Stock Condition Survey	11,990	-	-	-
45 - Office Moves - HRA	-	-	-	-
46 - Stock Retention Strategy	-	(17,500)	(10,272)	-
47 - DRF	1,000,000	(1,904,290)	(1,904,473)	(700,000)
48 - Repairs Account	(66,920)	140,370	(96,289)	430,830
49	1,176,490	(1,852,180)	(2,098,479)	(28,100)
50 TOTAL NET EXPENDITURE (SURPLUS)	(260,660)	(1,041,890)	(877,644)	1,302,980
51 Balances b/f @ 1st April	(1,277,897)	(1,530,005)	(1,530,005)	(2,571,895)
52 Balances c/f @ 31st March	(1,538,557)	(2,571,895)	(2,407,649)	(1,268,915)

**HOUSING REVENUE ACCOUNT BUDGET SUMMARY FORECAST
2009/10 - 2014/15**

	2009/10 Probable £	2010/11 Estimate £	2011/12 Estimate £	2012/13 Estimate £	2013/14 Estimate £	2014/15 Estimate £
INCOME						
Gross Rental Income:						
1 - Dwellings rents	(22,605,790)	(23,147,050)	(24,251,900)	(25,266,410)	(25,842,230)	(26,490,270)
2 - Non-Dwelling rents	(455,320)	(462,440)	(482,720)	(501,890)	(515,250)	(529,880)
3 Charges for Services & Facilities	(514,410)	(524,430)	(539,780)	(555,590)	(571,890)	(588,660)
4 Contributions towards Expenditure	(54,260)	(55,350)	(57,010)	(58,720)	(60,480)	(62,290)
5 Total Income	(23,629,780)	(24,189,270)	(25,331,410)	(26,382,610)	(26,989,850)	(27,671,100)
EXPENDITURE						
6 Contribution to Repairs Account Supervision & Management:	7,070,140	7,196,490	7,331,190	7,463,680	7,598,550	7,775,840
7 - General	4,057,620	4,472,800	4,568,410	4,627,530	4,661,270	4,767,220
8 - Special	1,298,960	1,307,790	1,334,220	1,360,820	1,387,860	1,415,650
9 2.5% Vacancy Savings	(105,200)	(107,730)	(110,320)	(113,080)	(115,910)	(118,810)
10 Inflation Contingency	30,000	30,000	35,000	35,000	40,000	40,000
11 Rents, Rates and Other Premises	13,410	13,380	13,700	13,940	14,280	14,610
12 Negative HRA Subsidy Payable	813,680	964,420	2,001,880	3,022,640	3,458,040	3,672,330
Housing Benefits:						
13 - Subsidy Limitation Transfer	356,680	264,620	175,410	87,100	-	-
14 Insurance Claims Contingency	89,250	670,880	179,430	188,410	697,820	207,720
Cost of Capital:						
15 - Depreciation Council Dwellings	5,935,090	5,935,090	5,935,090	5,935,090	5,935,100	5,935,100
16 - Depreciation Other Assets	152,570	152,570	152,570	152,570	142,610	142,610
17 - Govt Grants Deferred	(8,860)	(8,860)	(8,860)	(8,860)	(8,860)	(8,860)
18 Debt Management Expenses	102,160	40,010	39,790	40,420	40,750	41,300
19 Increase in Bad Debt Provision	175,000	175,000	200,000	200,000	225,000	225,000
20 Total Expenditure	19,980,500	21,106,460	21,847,510	23,005,260	24,076,510	24,109,710
21 NET COSTS OF SERVICE	(3,649,280)	(3,082,810)	(3,483,900)	(3,377,350)	(2,913,340)	(3,561,390)
22 Loan Charges Interest	1,259,730	1,489,820	1,513,080	1,513,080	1,513,080	1,513,080
HRA Investment Income						
23 - Investment Interest	(100,450)	(100,120)	(152,800)	(299,940)	(321,880)	(307,390)
24 - Mortgage Interest	(1,430)	(1,230)	(1,030)	(830)	(630)	(430)
25 SURPLUS ON HRA FOR YEAR	(2,491,430)	(1,694,340)	(2,124,650)	(2,165,040)	(1,722,770)	(2,356,130)
Adjusts on Statement of Movement on HRA Bal						
26 Premiums Payable	(57,670)	(51,410)	(22,190)	(8,950)	(7,980)	(920)
27 Discounts Receivable	8,860	8,860	8,860	8,860	8,860	8,860
28 Govt Grants Deferred	4,590,520	2,596,480	2,683,110	2,744,260	4,121,320	4,115,560
29 Direct Revenue Financing	(1,145,160)	(1,104,580)	(1,008,110)	(913,040)	(809,560)	(714,370)
30 To/(from) Major Repairs Reserve						
Contribs to/(from) Reserves						
31 - Insurance Reserve	285,750	(295,880)	195,570	186,590	(322,820)	167,280
32 - PI Survey	3,000	(6,000)	3,000	(6,000)	3,000	(6,000)
33 - Office Moves, HRA	(57,670)	(51,410)	(22,190)	(8,950)	(7,980)	(920)
34 - Direct Revenue Financing Reserve	-	(66,180)	-	-	-	-
35 - Repairs Account	(600,000)	125,000	-	-	(1,325,000)	(1,165,000)
36 (SURPLUS)/DEFICIT in year	430,830	218,220	(330)	180	(690)	(49,480)
37 Balance b/f at 1 April	(2,407,649)	(1,013,859)	(1,001,379)	(1,039,359)	(967,119)	(1,004,369)
38 Balance c/f at 31 March	(1,013,859)	(1,001,379)	(1,039,359)	(967,119)	(1,004,369)	(1,004,169)

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Turkish

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French

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