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Executive Summary

Executive Summary

Our Vision

The Original HRA Business Plan set out our proposals to:

- Increase housing investment in the Council's housing stock from the current 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 for 2008/09

- Completed Option Appraisal for the Tower Blocks and the miscellaneous housing stock.
- Commenced major underpinning and refurbishment work on Roman Pavement.
- Implementation of the new Schedule of Rates in December 2008.
- Roll out of Mobile Technology within the workforce.

- Entered into a Partnership with Jewson for the procurement of all building materials and products.
- Removal of the internal stores facility through the Jewson Partnership.
- Reviewed the working arrangements of the Caretaking Service.
- Achieved the highest rent collection levels within the 'Housemark' Midlands benchmarking area and remained in the national top quartile.
- Achievement of the level 'C' Supporting People Quality Assessment Framework (QAF's) for the services provided to older vulnerable tenants through the Mobile Warden Service.

Key Objectives for 2009/10

- Complete the Option Appraisal for the sheltered housing schemes and implement outcomes.
- Roll out the Decent Homes Programme
- Radically improve the Empty Property policies and procedures.
- Further embed performance management systems and develop actions plans to address under-performance in key BVPI's.
- Review Tenant Involvement Strategy.
- Undertake Local Conversation events as part of the Tenant Services Authority (TSA) National Conversation.
- Engage with tenants in the review of all policies, procedures, standards in advance of the TSA Short Notice Inspections due from April 2010.
- Review format of tenant forums, organise and attend revised forums, examine ways to include hard-to-reach groups.
- Improve the quality of services provided by the Supported Housing Team through a national accreditation scheme.
- Complete implementation of Phase II of the Mobile Working action plan which will see:
 - ⇒ Consolidation of the new Schedule of rates,
 - ⇒ Introduction of Repairs Locator software, allowing easier diagnosis of repair faults,
 - ⇒ Reviewing the functionality of the Personal Digital Assistants (PDA's),

- ⇒ Implementing the electronic requisitioning of supplies to replace stock held on vehicles.
- ⇒ Upgrade the mobile working technology.
- Investigate the potential for building new Council houses inside or outside the HRA.

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

Tenant and Member Support for this Business Plan

Elected Members and Tenant Representatives will be closely involved in monitoring delivery of the Business Plan through the Tenant Advisory Panel and appropriate Committees of the Council

The 3rd Business Plan Update

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

The update also looks ahead with new actions being set in the Action Plan to ensure that we are reacting to the changing demands on the service.

This is the third 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 line with delivering our goal of delivering the Governments 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, 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 2009/2010 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

The most important issues to our tenants are "repair & maintenance", "overall quality of the home" and "value for money rent" (Survey published March 2007).

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 deliver these aims has developed ten priorities to be delivered over the life of the plan to 2014. The aims and Priorities can be found in Appendix '1'

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'.
- 'Increase Council engagement with local residents so they are better informed and have a greater influence over service delivery'.

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

Our Housing Strategy

Forming part of the Council's wider Housing Strategy, the Business Plan seeks to deliver the corporate objectives to, "achieve a mixed and balanced housing market" and "improve housing services and standards for Council and Housing Association tenants".

The aim of the wider Housing Strategy is to encourage, and where possible directly influence, the delivery of a mixed and balanced housing market in Lincoln in a way which also supports other council, regional and national objectives.

The proposals set out in the new Housing & Regeneration Act will require a comprehensive review and re-write of the Housing Strategy. Proposals to reform the HRA together with the potential for new build inside and outside the HRA will open up opportunities for better integration of the Council's housing functions to provide a comprehensive housing service.

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 7,968 properties for rent as at 31st March 2008, is a key asset to the City and the outputs of the service directly affect 19.2% of the total housing stock.

The actions identified within the Priorities for Action for the Business Plan (updated and illustrated on page 25) show how this Plan supports these Housing Strategy targets.

Our Corporate Decision Making Process

Housing has a great impact on all aspects of peoples' lives and the Council recognises how critical its role is as a strategic housing authority.

Key decisions are taken by an Executive Committee, which comprises eight portfolio holders who take responsibility for all the Council's activities across the following portfolios:

- **Corporate Management**
- **Environment**
- **Housing**
- **Economy, Tourism & Culture**
- **Planning Policy**
- **Leisure & Sport**
- **Social Inclusion**
- **Customer Service**

Key Policy decisions are made at Executive level such as the distribution of capital expenditure across the various portfolios mentioned above.

Decisions on the level of resources spent on housing and housing related projects are therefore considered by elected members whilst taking into account individual priorities and remembering the important additional benefits that can be delivered across other priorities.

In 2006 the Council revised its Constitution to strengthen the scrutiny role by establishing 3 new key Scrutiny Committees, listed below and shown in Appendix '2';

- A Policy Development Scrutiny Committee
- A Policy Review Scrutiny Committee
- A Performance Scrutiny Committee

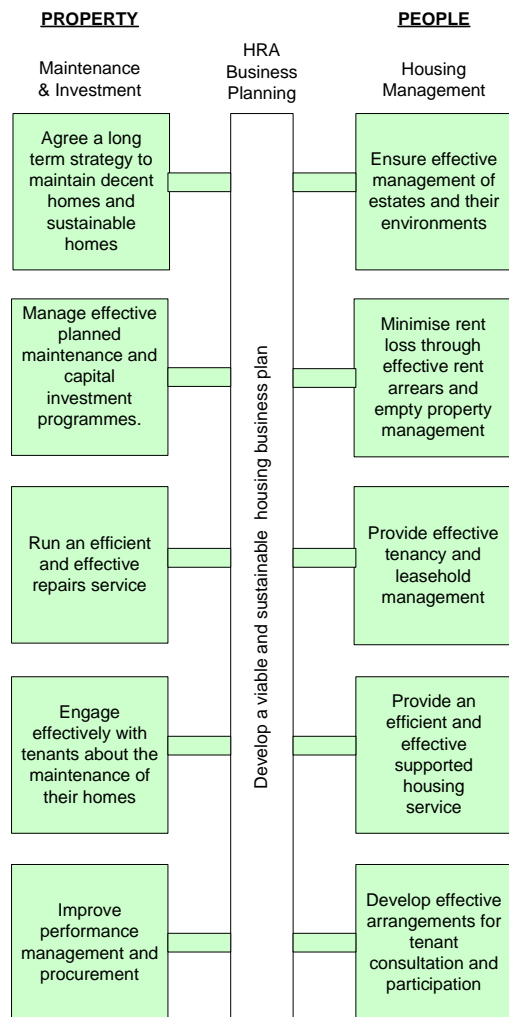
In 2008 a Housing Scrutiny Sub Committee was created to recognise the importance of the tenants voice as well as the huge scope of the service.

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 19.2% 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.

The structure can be seen at Appendix '3'.

1.2 Our housing stock

At 1st April 2008 the Council had a housing stock of 8221 properties in the City, 253 are leasehold and 7968 rented of which 393 are sheltered homes for older people and 300 are high-rise flats.

As well as the 7968 rented properties the Council also owns 1462 garages and 300 garage plots

1.3 Keeping our information up to date

The Council's Asset Management software (e-State Pro) holds the survey information and can project investment requirements based on the survey data e.g. condition of the stock. We recognise the need to keep this information accurate and up to date.

All of the stock condition surveys were completed on target by December 2006. This has enabled a robust Decent Homes programme and reliable future projections to be established.

1.4 Achieving Decent Homes Standard

Based on the latest survey information 75% 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 yet. On these estates the level of non-decency has increased from previous year. This is entirely predicted.

All areas - Non Decent as follows

Estate		2008-09	2007-08	2006-07
ERMINE	A	30.07%	24.70%	18.35%
ST GILES	B	29.24%	21.02%	18.72%
NEWPORT	C	30.62%	40.58%	37.54%
CITY CENTRE	D	27.66%	46.40%	43.41%
TOWER / STAMP END	E	41.58%	34.23%	28.55%
BIRCHWOOD	F	6.27%	13.03%	33.10%
HARTSHOLME	G	19.90%	22.88%	42.56%
BOULTHAM	H	11.25%	27.83%	34.55%
MANSE	J	5.92%	25.08%	19.89%
ERMINE EST WEST	K	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 supported housing schemes and tower blocks that are undergoing a separate appraisal.

In addition the Council takes seriously its obligations to comply with Health and Safety requirements and any other statutory legislation. Improvement works 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.

Fire Risk Assessment Surveys were carried out during 2006 to comply with new regulations and the improvement works highlighted are now complete.

Decent Homes Targets to 2010

Our targets for the number of Properties predicted to be Non Decent on 1st April has been set for the next 2 years as follows:

- 2009/10 – 30%**
- 2010/11 – 24%**

Although it appears as if very little progress will be made during the 2 years, this is due to the Target being calculated on 1st April of each year. This means that although works are completed to properties during the year, more properties fall into non-decency e.g. require works on the 1st April, therefore actual properties requiring works are as follows:

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	2419	1146
31 st March 2010	1273	
1 st April 2010	1946	1946
31 st December 2010	0	0
1 st April 2011	1292	1292
31 st March 2012	0	0
1 st April 2012	382	382
31 st March 2013	0	0

Because of 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 implementation of the Decent Homes programme with our partner contractors.

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.

19 new actions were included during the first two Business Updates. A total of 32 have been completed leaving 13 outstanding and 7 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.

Original Action Plan and Progress

Action Plan 2

Development of an asset disposal strategy to achieve £6.025m capital receipts.

Progress

Completed. Funds from sales realised during 2008 have ensured the target has been met.

Action Plan 5

Review role of Estate Caretakers

Progress –

Review completed. Small savings realised through conversion of posts to non-resident.

Action Plan 6

Implementation of Service Charges .

Progress

Deferred until effect of National Review of HRA on Business Plan is known.

Action Plan 11

Examine Options for various 'High Cost' stock

Progress

Approval to commence work on the Tower Blocks was given September 2008. We are now on site at Jarvis House.

Tower Estate underpinning and renovation commenced 4th August 2008 and due to complete December 2010.

Action Plan 20

Implement new Schedule of Rates.

Progress

New schedule of Rates implemented 1st December 2008

Action Plan 35

Implement Mobile Working technology, guidelines and working process.

Progress

Roll out completed and fully operational by April 2008

The updated Action Plan can be found at Section '11' of this plan.

2.2 New Actions

Seven new actions have been added to the Action Plan for 2009/10.

- Undertake fundamental review of Policies and Procedures to ensure service is 'Fit for Purpose'.
- Assess outcomes from National Conversation to ensure issues are reflected in any service changes.
- Monitor progress on the national review of the HRA and implement any recommendations.
- Review the potential for undertaking New Build Schemes inside and outside the HRA.
- Complete Option Appraisal on Sheltered Housing Schemes and implement recommendations
- Implement updated version of Universal Housing software.
- 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
- Implement SMS text messaging for appointments

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 2008/09, the Decent Homes Programme will have improved properties in the following estates:

Estate	Number of Properties
Hartsholme	201
Birchwood	737
Boultham	640
Manse	237
City Centre	454
Newport	129
Sheltered Schemes across the City	122
Pilot Schemes at Shuttleworth House	15

During 2009/10 we will tackle the following areas:

Estate	Planned Number of Properties
Ermine West	205
Ermine East	547
St Giles	603
Tower Estate	71
Trent View	87
Shuttleworth House	14
Risby Green	41
Roman Pavement	20
Other miscellaneous properties	N/a

The customer information pack is being successfully used by all partners to keep tenants informed about the scope and timescales of the work planned. A Lincoln Decent Homes DVD has been produced to

enhance the information provided to tenants.

The information gathered at pre-start inductions has been invaluable in allowing the service delivered to be tailored to tenants individual needs.

The Decent Homes Programme uses a "whole house" approach, whereby all necessary works are completed in each property as one project

A whole house approach not only eliminates repeat visits over a number of years, thereby increasing efficiency and reducing costs but also means less disruption for the tenant and consequently, improved customer satisfaction.



A "respite & drop in" centre, named "The Haven" is provided in the areas where work is being carried out. It also acts as the partnership customer liaison assistant's office and allows tenants to meet up during the day.

The locations of "The Haven's" at the start of 2009 are Manse Avenue, Hermit Street and Kingsley Street. Local locations will be found for each subsequent area.

3.2 Liaison with our tenants

An Estate Officer within the Tenancy Management Team provides a vital link between that team, the tenants and our partners. Communication links have been a success and continue to work well.

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, 93.58% for the year 2007/08.

Toolbox talks are held with the operatives to discuss any specific areas of concern amongst tenants, as a part of the process to ensure high levels of customer satisfaction are maintained.

A decent homes appeal process was introduced and has been successful in managing tenant expectations and providing explanations where decency assessments have been challenged. At the 1st January 2009 832 appeals have been processed, with 329 (39%) 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 New Facilities



A major factor in the success of the partnership has been the joint use of the

building at Hamilton House.

This building doubles up as both office and depot facilities. During the summer of 2008 a new stores facility was opened at the premises in partnership with Jewson.

It was very innovative as for the first time it allowed the council's Maintenance (CMS) and Investment teams to be located together on one site together with both partners (Aaron Services and Kier), working side by side. This has resulted in closer working of the partnership and was a

success as the building was delivered on time and within budget.

3.5 Roman Pavement – East Liberty Project

In August 2008 the improvement works commenced on site. The project is a £4.7m programme of 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.



66 Roman Pavement showing the front and back elevations before the improvement work was carried out, (above)....

....and after, (below).



On Wednesday 7 January 2009 an open day was held at 66 Roman Pavement to celebrate the first home to be underpinned and refurbished on the major revamp of the Roman Pavement area. The open day was a great success, with over 120 people attending.

It was a great opportunity for residents to see the first home to have been underpinned and refurbished. Residents who attended said it gave them a much clearer idea of what a finished home will look like, and helped them appreciate that all the building work will be worth it.

3.6 Hot New Training Centre

The City of Lincoln Council, with Aaron Services Ltd - who are installing new boiler and heating systems in council homes across the city - have now set up a training centre at Lincoln College!



The training centre at Lincoln College is for students studying to become gas engineers and officially opened on Friday 10th October 2008. The centre can also be used by businesses throughout the county, who need to train, or re-train their employees. The facility is be operated by Lincoln College and Valliant Engineers.

Two Aaron Apprentices have been heavily involved with the development of the centre, Aaron Murphy and Liam Freeman. The centre will be hugely beneficial for companies and businesses with apprentice programmes and also for gas engineers who are looking to update their skills. The facility will provide engineers throughout the Country with the opportunity to learn the latest developments within their trade, guiding students through installation, breakdown repairs and dismantling.

The Lincoln Decent Homes Partnership is pleased to be able to invest in the local community and give Lincoln College excellent facilities in which to train gas engineers.

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 2009-10 is detailed in Appendix '6' 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 '6' Lines 1 to 16.

Works include:

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



A full review of the Housing Business Plan is undertaken annually in order to analyse the decent homes delivery so far and check expenditure levels against expectations. The review also looks at any contingencies that remain within the project budget that require future allocation. The recent findings 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 38).

The Decent Homes 'modernisation' budget of £120,356 (Line 6) is a contingency for those properties that become void but which require major works under the

decent homes programme. An annual contingency sum is allowed over the remaining 4 years of the programme. Minor works to voids, will continue to be charged to the HRA Repairs Account.

After establishing the Partnership and based on the Decent homes work completed in the first two years the Decent Homes Programme expenditure has been programmed to £14,615,940 in 2009/10, as shown in Line 16.

Structural Repairs – Roman Pavement & East Liberty

As illustrated in Chapter 3, the green light was given to proceed with this Scheme with work commencing on site in August 2008. The project is programmed for completion by 31st March 2011.

Statutory Health and Safety Requirements

The Health and Safety budget required for 2009/10 is forecasted at £1,368,230 (Line 38). 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 £220,460 during 2009/10 (line 36)

The Lincoln Standard

A 10-year window replacement programme was previously published identifying works to be carried out in each area throughout the City. Following the introduction of the Decent Homes Standard, only those windows that are structurally failing need to be replaced, therefore the Lincoln Standard includes those windows that require replacement due to age and/or single glazing.

As the window replacement programme is a high priority to tenants and the works having previously been promised, the Council completed the Window

Replacement Programme during 2007/08, ahead of schedule.

At present the remaining works, within the Lincoln Standard, are scheduled for beyond 2010/11, the Decent Homes deadline. Whilst an allocation has been included (line 49) specific schemes are yet to be identified.

Contingent/Major Repairs

- ***Aids and Adaptations Extensions***
£165,350 (line 43) 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 44 - 46).

Environmental Improvements

Environmental improvements have been incorporated into the revised Decent Homes Standard and a contingency sum of £110,230 (Line 22) has been built into the programme for 2009/10.

5. Running an Efficient and Effective Responsive Repairs Service

2008/09 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.



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

them on their hand held PDA (personal digital assistant)



There are still some teething problems with the appointment system but these will be ironed out during Phase II of the Mobile Working plan, being implemented in the current year.

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 will bring cost and efficiency savings for the City of Lincoln Council.



The contract was procured through the Office of Government Commerce framework (OGC), an organisation set up to primarily save time and money through the bypassing of a lengthy tender process to the public sector.

There are many ways in which this partnership will benefit the council. Jewson will 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 will 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 are cutting back on a lot of extra administration and housekeeping that we previously had to undertake as well as stockholding

5.3 Apprentices

For the first time in 20 years, three craft apprentices have been employed to learn their trade whilst working to improve public buildings and council homes.



The apprentices are all focusing on specific areas; one is an apprentice felt roofer, one an apprentice joiner and one an apprentice electrician. They will combine their work with City Maintenance Services whilst they are studying for NVQ qualifications in their respective areas.

Grant Moses, apprentice electrician said:

"This is a good scheme and I would definitely recommend it. I learn lots on the job, every property is different and we face

new challenges everyday. No day is the same."

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 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.

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

We will also be looking at our software options to replace 'Depotmaster', the system that records the time and material allocations for the operatives. This will no longer be needed when the resource planning technology (Opti-time) is fully operational.

6. Tenancy Management

Tenancy Management is traditionally a very changeable area, and 2009 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.

A complete review of our policies and procedures will be undertaken throughout the forthcoming year. The Tenant Advisory Panel will be extensively used in this process to shape how things are done and ensure that increased tenant satisfaction is at the centre of any changes. Some radical changes may occur in working practices resulting in a more efficient service to our tenants.

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 2007/08 is set out in Section 7.

Rents

The team has again achieved top quartile performance 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, still more can be done to prevent tenants falling into arrears. Tenancy Management staff are working closely with other social housing providers in Lincoln to produce a financial inclusion strategy. This should help in sustaining tenancies, reduce rent arrears, and help tenants to make their money go further.

Empty properties

A major review of how we manage empty properties has recently been carried out with a view to reducing the time that properties are empty between tenancies. With a concerted effort in 2009/10 we aim to reduce the empty property period still further.

Anti-Social Behaviour

Anti-social behaviour is always an issue that is taken very seriously by Tenancy Management. Over the year we have had 755 cases reported, 529 of which were resolved. 43 cases were taken to court resulting in 20 injunctions, 3 Anti-social Behaviour Orders, possession orders, and 6 postponed possessions being obtained. While some tenants left their property as a result of court action, 5 tenants were evicted as a result of their antisocial behaviour.

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 550 elderly or disabled tenants to maintain their garden through the garden service programme.

We have continued to improve our relationship with the neighbourhood Management teams on Boultham Moor and St. Giles estates with staff holding successful surgeries along with local police and other agencies. Further partnership working with these communities will be encouraged over this year.

Decent Homes

The Decent Homes programme has progressed during the year and major underpinning work started on Roman Pavement. This has required a major input from Tenancy Management with an estate Officer being seconded into the Project Officer role.

This work will continue over the next year requiring very close tenant liaison, with a number of tenants having to be decanted whilst their homes are extensively repaired.

Our big challenge for 2009/10 is to involve tenants more in our decision making process and improve further our relationship.

The National Conversation with tenants kicked off early in 2009 and we will be using the information gathered from local events to shape the way we provide services to our tenants.

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

HQN is a company made up of several different areas of excellence including The Housing Quality

The Council has also been active in 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

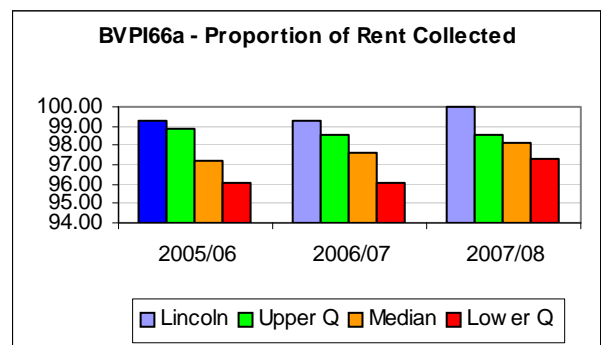
Although national indicators (NI's) are an excellent means of comparing performance against other authorities, local performance indicators can give a better reflection on local issues that are important to tenants.

We have in this report used the last available National Benchmark figures for 2007-08 but have also given a commentary on Lincoln's performance for 2008/09.

A full list of our performance for the year 2007/08 compared to previous years is available in Appendix '10' and the outturn compared nationally can be found at Appendix '11'.

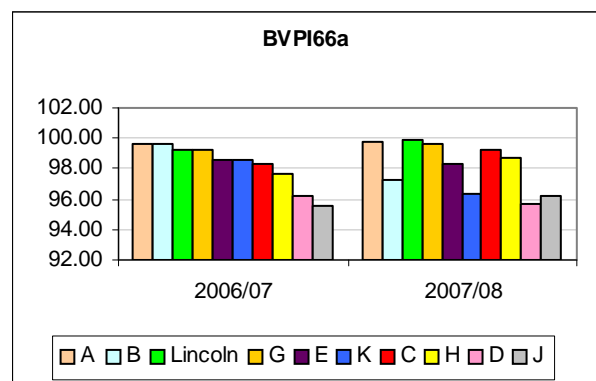
Rent Collected shown as a proportion of the total rent due

Once again the City Council excelled in the collection of Rent achieving the highest collection ratio in Housemark's Midlands area benchmarking club. 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 2007/08 was 99.96%, which was again in the top 25% of all Councils in England.



Performance in 2006/07 was 99.25% and 2005/06 99.26%. Performance during 2008/09 is also showing promising signs with a final projected outturn in excess of 99% expected.

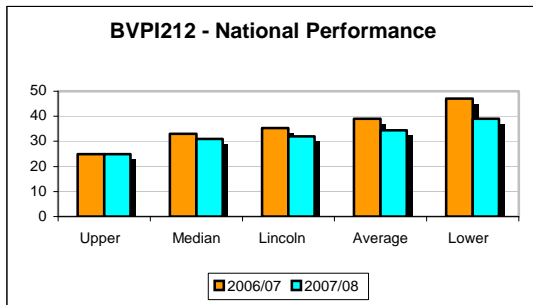
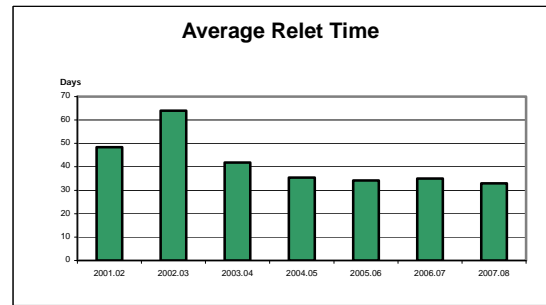
Our performance against other housing organisations within the Midlands 'Housemark' Benchmarking club is shown in the graph below (Lincoln is shown in the green column).



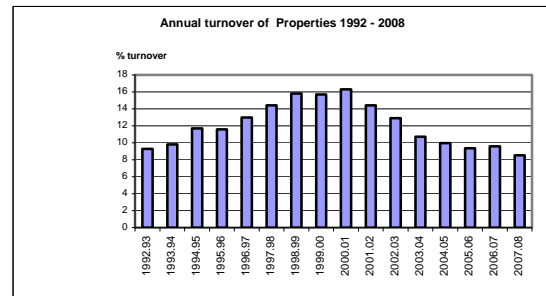
At 1st April 2008 we had a total of 7968 properties and the turnover of the stock remained at less than 10% for the fourth year, at 8.32%.

Average time taken to re-let LA dwellings

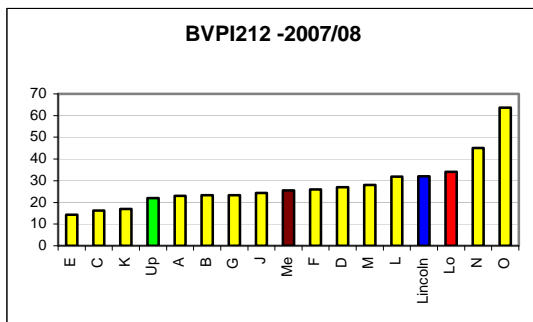
Performance for 2007/08 was 32 days. This is again an improvement on previous years and remains better than the average when compared with all other district authorities. (source Audit commission)



Performance in 2006/07 was 35.3 days and 2005/06 34.2 days.



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



The projected outturn for 2008/09 is expected to increase overall to 37 days owing to an ongoing drop in demand for some of our supported housing schemes. General needs housing outturn is projected at 29 days.

Our performance in recent years is illustrated in the following two graphs, the second showing the vacancy rate in the housing stock since 1992.

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

We recently completed the 2008 Tenant Satisfaction Survey, and published the results in January 2009 (a summary of the key results can be found at Appendix '12').

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.

The last survey we conducted was early in 2007 with the findings reported in the last Business Plan update. The results for the appropriate BVPI's are as follows.

	2007	2008/09
1. Overall satisfaction with the service	73%	77.7%
2. Satisfaction with opportunities in participation	58%	N/A
3. Satisfaction with taking tenants views into account	N/A	65.95

The wording in Question 2 was replaced with that in Question 3 in the latest survey.

The proportion of Local Authority homes, which were non-decent at 1st April 2008

Improvement works completed on site resulted in a decrease of non-decent properties to 32.5% on 1st April 2008, compared to 37% of homes being non decent at 1st April 2007. The reasons have already been outlined in Section 1.4 of this document. The projection for 1st April 2009 is 30%.

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. This information is reported regularly through the Council's Performance Scrutiny Committee.

The following local PI's all relate to the internal City Maintenance Service (CMS) only and do not include external contractors performance.

Actual cost of repairs

This PI is a local indicator to measure the weekly cost of repairs per dwelling. The Performance for 2007/08 was £15.32 compared to £15.04 in the previous year.

The percentage of urgent repairs completed within Government time limits

This PI measures our performance in carrying out repairs classed as urgent, as defined within the Secure Tenants of Local Housing Authorities (Right to Repair) Regulations 1994.

Our performance for urgent repairs for all contractors overall was 86.2% which was an improvement on the previous year. We anticipate this trend will continue and our target is 96% for 2009/10 onwards.

Breaking the figure down our performance can be shown within the different categories as:

	CMS	Other Contractors	All
Emergency Tickets (A tickets – 24 hours)	86%	97%	88%
Urgent Tickets (B tickets – 3 days)	57%	95%	63%
Urgent Tickets (C tickets – 7 days)	52%	46%	52%
Overall	75%	96%	86%

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 2007/08 was 25.1 days, against our service standard of 20 days.

Partnership performance

Aaron Services

Performance in the percentage of services carried out throughout the year dipped in 2007/08 with 93.7 % completed by the due date, against a target of 100%. New initiatives introduced to improve the access to these properties included a review of the gas servicing process including the introduction of warning tape placed on the front door of properties to which 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.

Customer Satisfaction survey results showed that 88% of tenants rated the service as good or excellent.

KPI	2006/07 Out-turn	2007/08 Out-turn	Target 2008/ 09
Services completed within due date	97%	93.7%	100%
Immediate / call out repairs completed within due date	94.1%	97.6%	97%
Appointments kept against appointments made (Installs, Repairs, Services)	95.9%	97.9%	96%
Complaints officially in writing (Install, Re-let, Repair, Service)	0.06%	0.04%	0.5%
Recalls (Install, Re-let, Repair, Service)	1.14%	1.57%	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 two year ago.

Kier

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

KPI	Outturn 2007/08	Target 2008/09
Customer surveys returned	68.8%	55%
Resident Satisfaction	93.58%	90%
Meeting the Planned Programme	91.35%	90%
Call backs (quality)	0.4%	<5%
Health & Safety	100%	100%

Again, 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 services is currently in single figures and is a major success compared to the position before the partnership.

8. Tenant Consultation and Participation

8.1 Tenant Advisory Panel

The Tenant Advisory Panel (TAP) is a group made up of representatives from Tenant Forums across the city. It aims to bring Tenant Forums together and act as a consultative panel on housing management and maintenance issues by:

- representing the interests of all council tenants and leaseholders in meetings held with officers.
- acting as the lead consultative panel for the council-wide Tenant Participation Compact.
- consultation on matters including the Capital Programme (improvement schemes), Revenue Budgets (day-to-day accounts) and new initiatives.
- monitoring the performance of the housing service.

TAP has been extensively involved with the development of new policy and procedures for empty property and this role will continue for all aspects of the policy review taking place this year.

8.2 Tenant Satisfaction

The introduction of a National Indicator, in 2008, to measure tenant's satisfaction with their landlord meant that we needed to do the survey every two years instead of every three years. The new Indicator required all Socials Housing Landlords to complete their survey by November 2008. The survey is designed to reveal tenant's satisfaction with a number of their landlord's key activities along with tenant satisfaction in terms of involvement and involvement opportunities.

The key results of our survey are listed in Appendix '12'.

In response to these results the Council has agreed an action plan that will:

- Improve communication with tenants
- Improve consultation
- Introduce tenant inspection panels
- Improve satisfaction with the repairs service

- Improve satisfaction with customer services
- Improve satisfaction in neighbourhoods
- Review our tenant involvement strategy

Whilst the City of Lincoln Council is fully committed to promoting and supporting the participation of its tenants and leaseholders in all aspects of its housing service, it is clear that more work is required to deliver this message to our tenants.

The Council supports various methods of involving tenant groups in all aspects of the housing service. It recognises that different levels of involvement may be appropriate, according to tenant's circumstances and wishes.

The Council also supports and promotes training for tenant and leaseholders to equip them with the skills to participate more in the delivery of housing services.

8.3 The National Conversation

The new housing regulator, the Tenants Services Authority wants tenants to be involved in drawing up new standards for all social landlords. To establish tenants views a "National Conversation" has been held around the country. The Council held "National Conversation" events during February and March 2009.

The feedback from these events will be used to shape and direct how the housing service is delivered to our tenants.

8.4 Tenant Empowerment Strategy

To complement the work on seeking the views of tenants a revised strategy will be developed. This will aim to put tenant involvement, consultation and satisfaction at the heart of the delivery of the housing service.

New ways will be explored to make involvement interesting for tenants, and through this to strengthen the voice that tenants have. As a consequence the Tenants Advisory Panel will become more influential in helping to shape our service.

9. Housing Finance

9.1 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 change the way 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 11 (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.

9.2 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 out business plans also requires us to produce a separate model using the Government's own financial model.

9.3 Property Numbers

On 1st April 2008, we had 7,968 properties. Right to Buy sales in Lincoln have slowed dramatically over recent years. Compared to over 130 sales 4 years ago, sales in 2005/06 reduced to 70, 53 in 2006/07 and 42 during 2007/08.

9.4 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 2023/24 but it is expected that the date will come forward to sooner than 2016/17, if inflation at September 2009 is at anticipated levels. In 2009/10, our 52-week average rent will be £56.04, and £92.27 by 2023/24. This represents an average rent increase each year of 3.7% 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%.

9.5 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.

9.6 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.

9.7 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.

9.8 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 (including an extra 1% per year to 2011 to allow for increased building industry costs) 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 2013/14 shows a requirement of £50.9m. 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

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Decent Homes Standard	13,497	14,616	5,808	5,966	4,628	4,250
Mechanical & Electrical works	-	-	685	-	-	-
Extensive Repairs	-	-	-	159	-	-
Environmental Works	-	110	114	118	121	126
Health & Safety requirements	776	1,368	1,175	450	1,259	866
Current Developments	172	161	188	9	10	10
Contingent major repairs (including Aids & Adaptation major works)	5	287	296	270	286	297
Computer Fund	107	110	114	117	121	125
Mobile Working	29	-	-	-	-	-
Lincoln Standard*	-	-	-	668	2,100	3,881
Total Programme	14,586	16,652	8,380	7,757	8,525	9,555

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

9.9 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 will allow us to

generate an additional £2.2m of resources for capital investment over the 5 years to 2013/14 (Line 33 of App 9), whilst continuing to maintain a healthy level of balances within the HRA.

The business plan forecasts are shown in detail at appendices '6' and '9' and are summarised in the following tables.

Projected Capital Programme and Resources summary

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Total programme to be funded	14,586	16,652	8,380	7,757	8,525	9,555
Resources b/fwd	(9,535)	(5,991)	(130)	(899)	(1,972)	(2,394)
Supported Capital Expenditure	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)	-
Major Repairs Allowance	(4,863)	(4,942)	(5,071)	(5,203)	(5,339)	(5,478)
Grants and contributions	(236)	-	(283)	-	-	-
Direct Revenue Financing	(4,067)	(4,590)	(2,531)	(2,358)	(2,333)	(2,162)
In year Usable RTB receipts	(231)	(236)	(241)	(247)	(252)	(259)
Land and other receipts	(625)	(3)	(3)	(2)	(3)	(3)
Total available funding	(20,577)	(16,782)	(9,279)	(9,729)	(10,919)	(10,296)
Resources c/fwd	(5,991)	(130)	(899)	(1,972)	(2,394)	(741)

Projected Housing Revenue Account Summary

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Rents, dwelling & non-dwelling	(22,709)	(23,907)	(24,907)	(26,013)	(27,026)	(28,142)
Other income & contributions	(490)	(505)	(519)	(534)	(550)	(566)
Total income	(23,199)	(24,412)	(25,426)	(26,547)	(27,576)	(28,708)
Management and other costs	4,190	5,686	6,946	7,039	7,209	7,149
Negative Housing Subsidy payable	605	1,553	2,254	2,937	3,622	4,569
Day to day repairs	7,305	7,501	7,070	7,287	7,481	7,690
Major Repairs Allowance	4,863	4,942	5,071	5,204	5,339	5,478
Debt charges	1,391	1,443	1,493	1,543	1,593	1,640
Direct Revenue financing	4,067	4,590	2,531	2,358	2,333	2,162
Total expenditure	22,421	25,715	25,365	26,368	27,577	28,688
(Surplus)/Deficit in year	(778)	1,303	(61)	(179)	1	(20)
Balance b/f at 1 April	(1,530)	(2,308)	(1,005)	(1,066)	(1,245)	(1,244)
Balance c/f at 31 March	(2,308)	(1,005)	(1,066)	(1,245)	(1,244)	(1,264)

9.10 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 - Appendix '13' & '14' illustrate.

9.12 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.

10. Value for Money

10.1 Cashable Savings

We recognise the importance of achieving value for money and see this as a key piece of work to develop a 'workplan'. During 2007/08 a Housing Value for Money Strategy was drafted.

The efficiency / cashable savings made during the current year (2007/08) are shown in the table below. This reflects the good performance achieved from improved rent collection, reduced empty property times

	Initiative	Quality Crosscheck	2008/09 Forecasts		
			Ongoing Cash - Releasing Gains from 2007/08	Further Ongoing Cash - Releasing Gains for 2008/09	Cumulative Gains for 2008/09
Gershon Savings	Improved Rates of Rent Collection	BVPI 066a	£227,458 * ¹	(£56,865) * ²	£170,593
	% of Rent lost through dwellings becoming vacant	Ho2	£76,549 * ³	£59,052 * ⁴	£135,601
			£304,007	£2,187	£306,194

**1 In 2003/04 the collection rate was 98.92%. By 2006/7 the rate had improved to 99.25%.*

At the end of 2007/08 the rate had further improved to 99.96% giving an improvement of 1.04% on a collectable total of £21,871,014 giving an efficiency saving of £227,458.

**2 The target for 2008/09 is 99.0% and indications are that 99.7% will be achieved by the end of the year.*

This would be a reduction of 0.26% from the 99.96% achieved in 2007/08, on a collectable debit of £21,871,014 = £(56,865).

**3 In 2003/04 the rent lost was 1.63%. By 2006/07 the rate had improved to 1.19%.*

*At the end of 2007/08 the rate was 1.28%, an improvement of 0.35% on a collectable debit total of £21,871,014 giving an efficiency saving of £76,549*⁴*

**4 In 2003/04 the rent lost was 1.63%. By 2006/07 the rate had improved to 1.19%.*

At the end of 2007/08 the rate was 1.28%, an improvement of 0.35% on a collectable debit total of £21,871,014 giving an efficiency saving of £76,549.

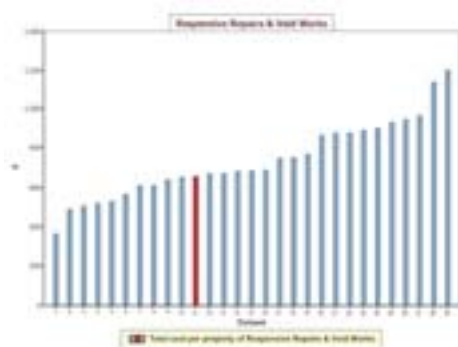
The target for 2008/09 = 1.00%. This gives a forecast efficiency for 2008/09 of £21,871,014 x 0.28% = £61,239 if we hit target.

At end of Feb 2009 we currently forecast 1.01% (a reduction of 0.27%). This gives a forecast efficiency for 2008/09 of £21,871,014 x (0.27%) = £59,052.

10.2 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)

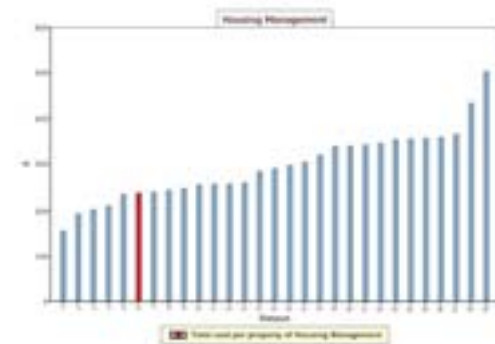


Source Housemark report 'Local Authorities in England Business Overview Benchmarking'

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



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.

Other authorities included in the report include

- Adur DC
- Barrow – in –Furness BC
- Birmingham City Council
- Bristol City Council
- Chesterfield BC
- Cambridge City Council
- Cannock Chase DC
- Crawley BC
- Dartford BC
- East Devon Dc
- Epping Forrest DC
- Gosport BC
- Gravesham BC
- Kettering BC
- Kingston Upon Hull City
- LB Barking & Dagenham
- LB of Greenwich
- LB of Harrow
- LB of Tower Hamlets
- LB of Wandsworth
- Norwich City Council
- Oadby & Wigston BC
- Oxford City council
- Reading BC
- South Derbyshire DC
- South Kesteven DC
- Swindon BC
- Waverley BC

11. An Updated Action Plan for Delivering Our Priorities

11.1 Monitoring the Action Plan

The Action Plan has been updated to reflect the current position and introduces some new actions for the year 2009/10. The Action Plan identifies affordable actions with clear milestones and responsible officers.

The original Action Plan included 26 actions and a further 11 were added into the 2007/2012 update and 8 to the 2008/2013 update. At the end of the third year a total of 32 actions had been completed leaving 13 outstanding, and 7 new actions are included in this 2009/2014 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 will be done through the Tenant Advisory Panel (TAP) who will monitor performance and quality of service. During 2009 we will be seeking the views of all tenants on how 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

11.2 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.	IP

HRA Business Plan

Ref	Objective	Target	Lead Officer	Progress	Current Status
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
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	Oct 2009	HoH/ HoMI	Strategy drafted. Action Plan to be developed by Oct 2009 target amended	IP
40	Undertake research to consider introduction of Incentive Schemes for under-occupation, end of tenancy etc.	Apr 2010	HM	1 st report drafted Aug 2008. Target re-profiled in Service Plan to April 2010.	IP

HRA Business Plan

Ref	Objective	Target	Lead Officer	Progress	Current Status
47	Implement updated version of Universal Housing software	Oct 2009	HSSM	Demo database installed and tested – Go Live dated planned for April 2009	New
48	Undertake fundamental review of Policies and Procedures to ensure service is 'Fit for Purpose'.	Mar 2010	HSM		New
49	Assess outcomes from National Conversation to ensure issues are reflected in any service changes.	Oct 2009	HoH / HSM		New
51	Monitor progress on the national review of the HRA and implement any recommendations.	Mar 2010	HoH		New
52	Review the potential for undertaking New Build Schemes inside and outside the HRA.	Oct 2009	HoH		New

HRA Business Plan

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. Need to review priorities based on re-profile of Business Plan.	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	IP
42	Undertake a 10% annual stock condition survey.	IM	April 2013		No Yet Started
50	Complete Option Appraisal on Sheltered Housing Schemes and implement recommendations	May 2009	HoH / HMI		New

HRA Business Plan

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:	April 2007	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.	C
	1. Centralisation of stores at Stamp End 2. Externalisation in Partnership with materials supplier	Dec 2007	HoMI/OSM	2.-Report presented to executive 19 th November 2007. Stores closed Dec 08 and Partnership agreed with Jewson's commenced July 2008	C

HRA Business Plan

Ref	Objective	Target	Lead Officer	Progress	Current Status
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
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	IP
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 2010	HoMI	Ongoing process. Regular meetings undertaken with Accountants,	IP
45	Review the need for Schedule of Rate	April 2013	HoMI	Not yet started. New schedule implemented which allows benchmarking.	IP
46	Implement Phase II of the Mobile working Technology to include: vi. Electronic interface with Opti-time and other systems vii. Consolidated SOR viii. Repair diagnostic software ix. Review of PDA software x. Electronic requisitioning & replenishing of stock xi. Implement SMS text messaging for appointments	Jun 2009	MM	Under review Implemented Dec 2008 On Schedule for installation Summer 2009 On schedule On Schedule Under review	New

HRA Business Plan

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 revised.	IP
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	In progress – see Action Point 33.	IP
41	Review role and regularity of Surgeries and Forums	Dec 2008	TSM	Under way and tied in with feedback from National Conversation (see Action 50)	IP
48	Develop an Action Plan following the 2008 Tenant Satisfaction Survey	Apr 2009	TSM/HSSM	2 nd plan developed and reported to Performance Scrutiny Committee December 2008.	IP

Legend

Completed		In target and in progress		Out of target		New Action	
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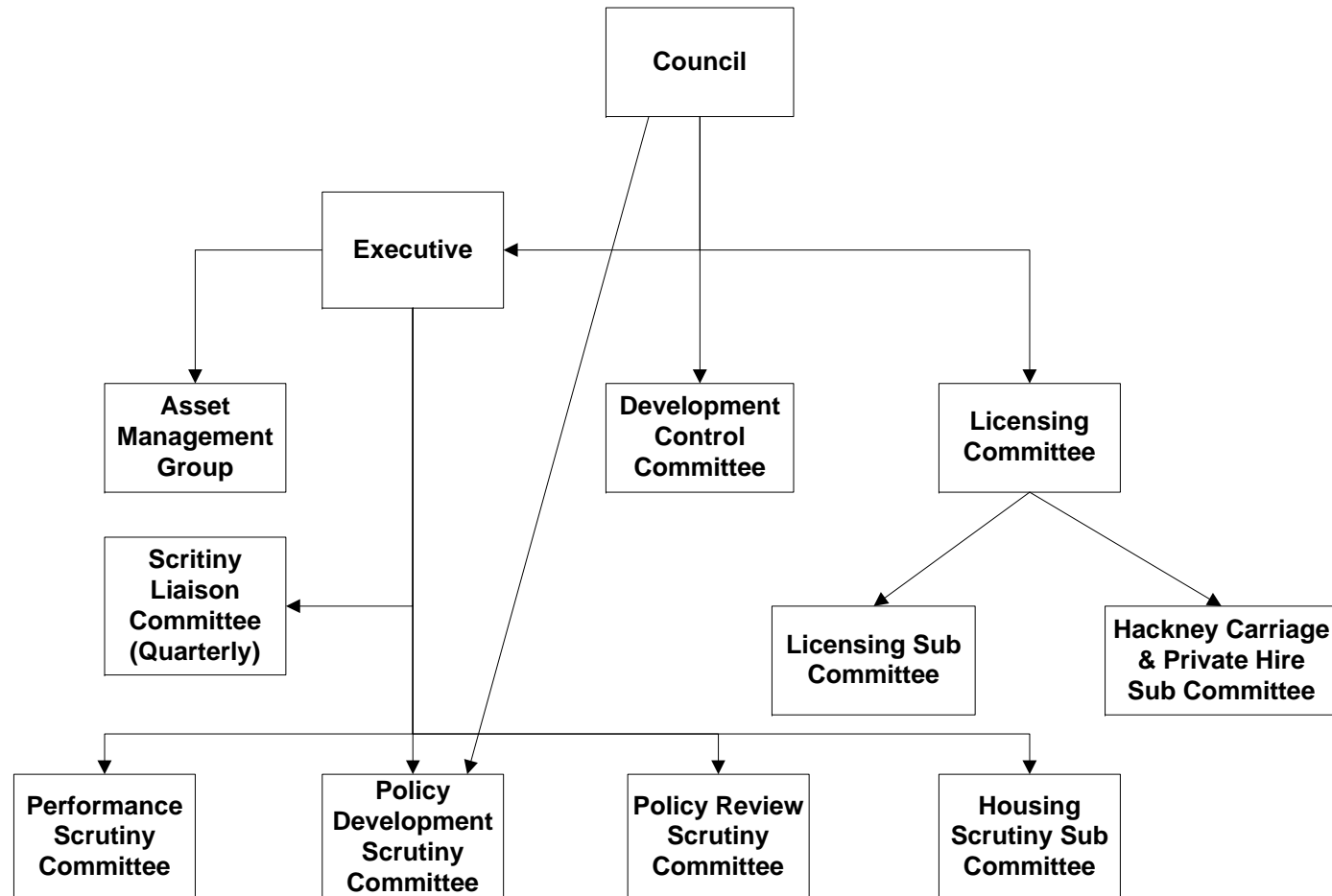
Our Strategic Plan Priorities

Whilst the vision and supporting Main Aims stay in place over the longer term, and by definition will take many years to achieve the outcomes sought, they are supported by a range of priorities that are more flexible.

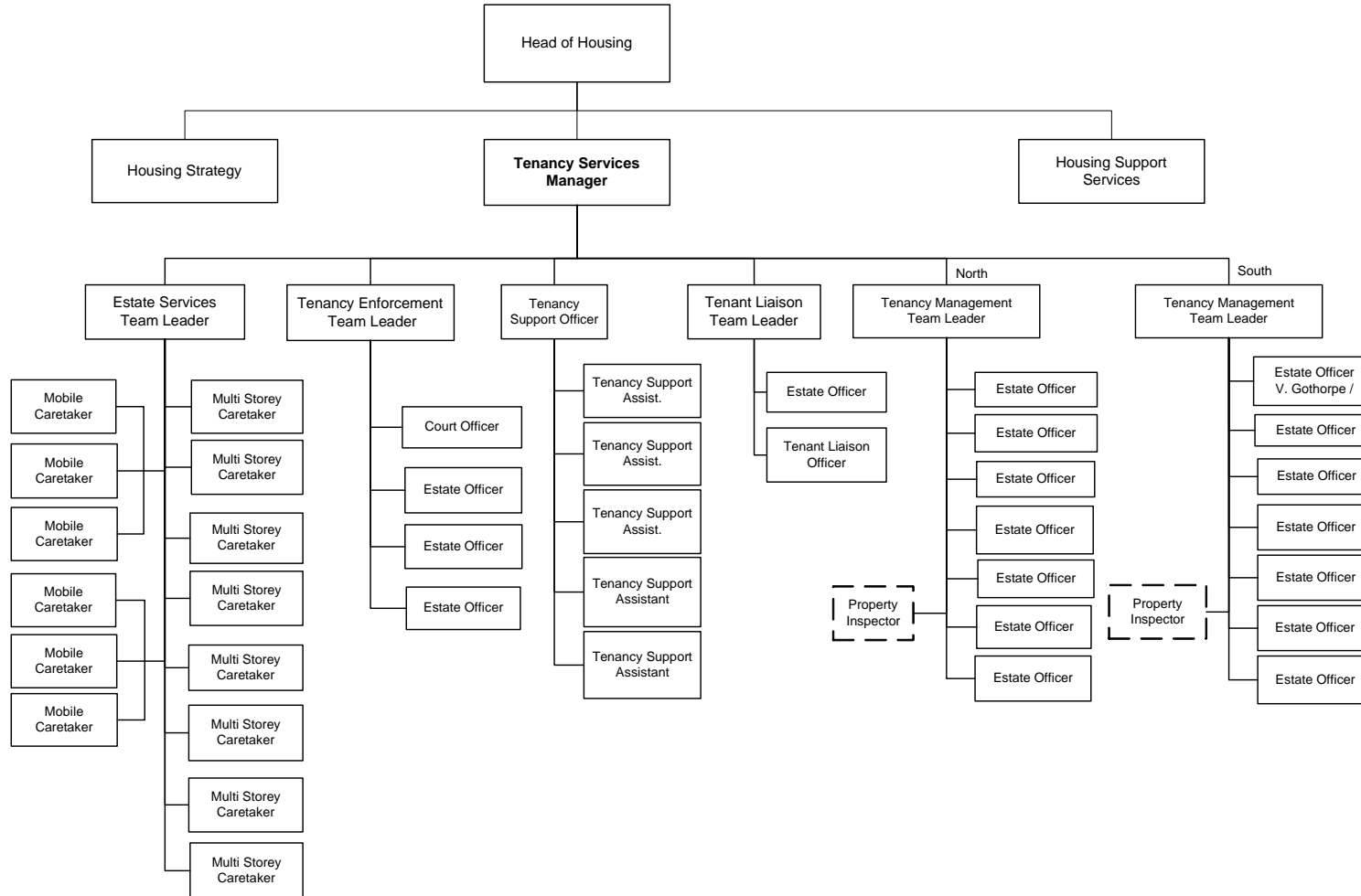
Our Strategic Priorities are:

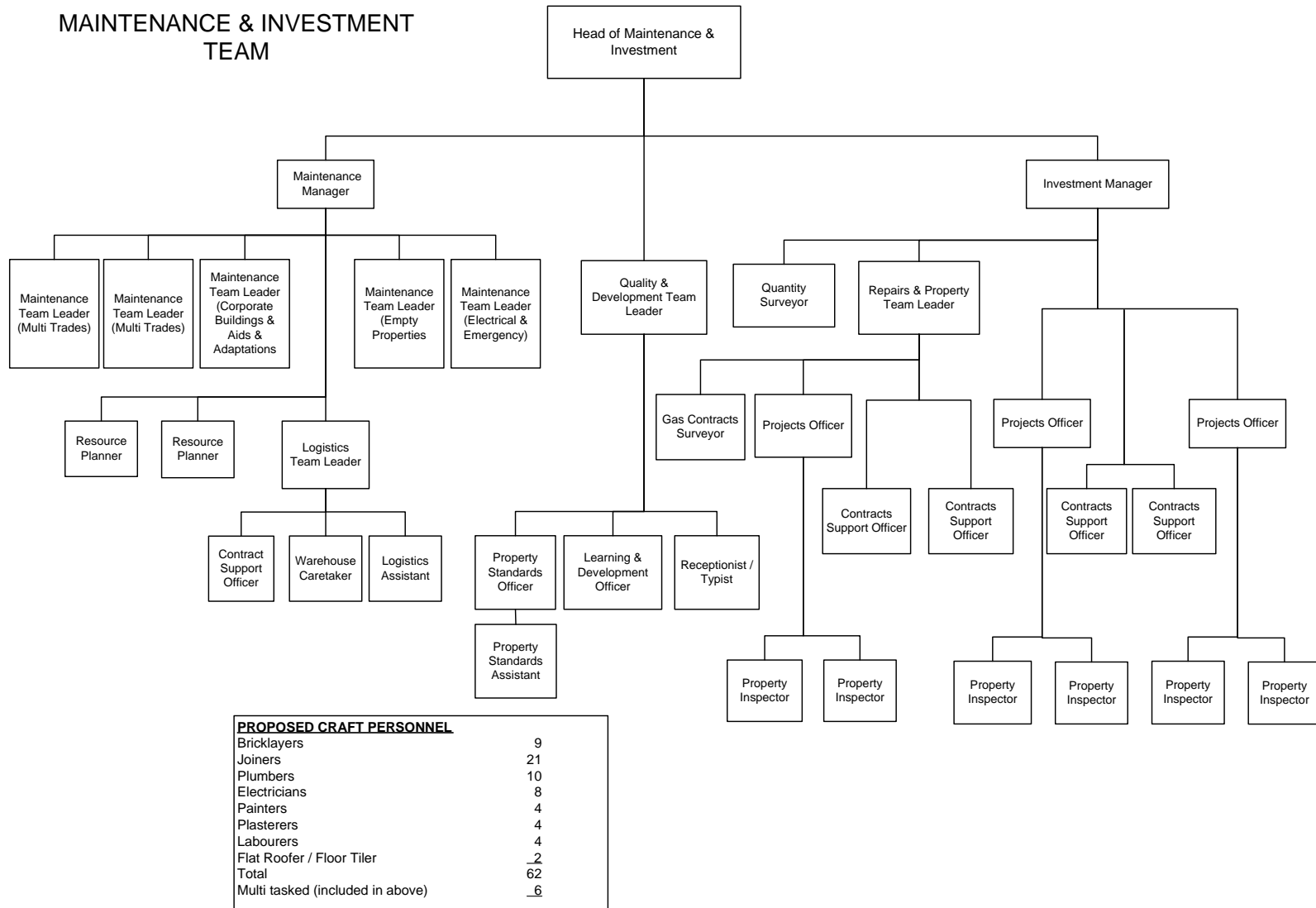
<p>Sustainable Growth</p>	<p>Enhanced Social Justice</p>
<p>We Will:</p> <ul style="list-style-type: none"> • Help existing businesses thrive, diversify the economy, regenerate key sites, help people into work and reduce income deprivation. • Tackle infrastructure problems which threaten to constrain growth – with priority to resolving Lincoln’s transport problems. • Deliver more decent and affordable homes to meet current and future needs. 	<p>We Will:</p> <ul style="list-style-type: none"> • Reduce crime and anti-social behaviour. • Meet the needs of the most disadvantaged communities through neighbourhood renewal, social, and financial inclusion measures.
<p>Improved Quality of Life</p>	<p>An Excellent, Democratic Council</p>
<p>We Will:</p> <ul style="list-style-type: none"> • Tackle health inequalities and improve average life expectancy. • Deliver high quality leisure and culture services. • Address the challenge of climate change and protect the natural and built environment in the City (including Clean and Greener neighbourhoods). 	<p>We Will:</p> <ul style="list-style-type: none"> • Build capacity of the Council to deliver excellent quality services through its Excellence 2008 programme of continuous improvement. • Increase Council engagement with local residents so they are better informed and have a greater influence over service delivery.

Committee Structure

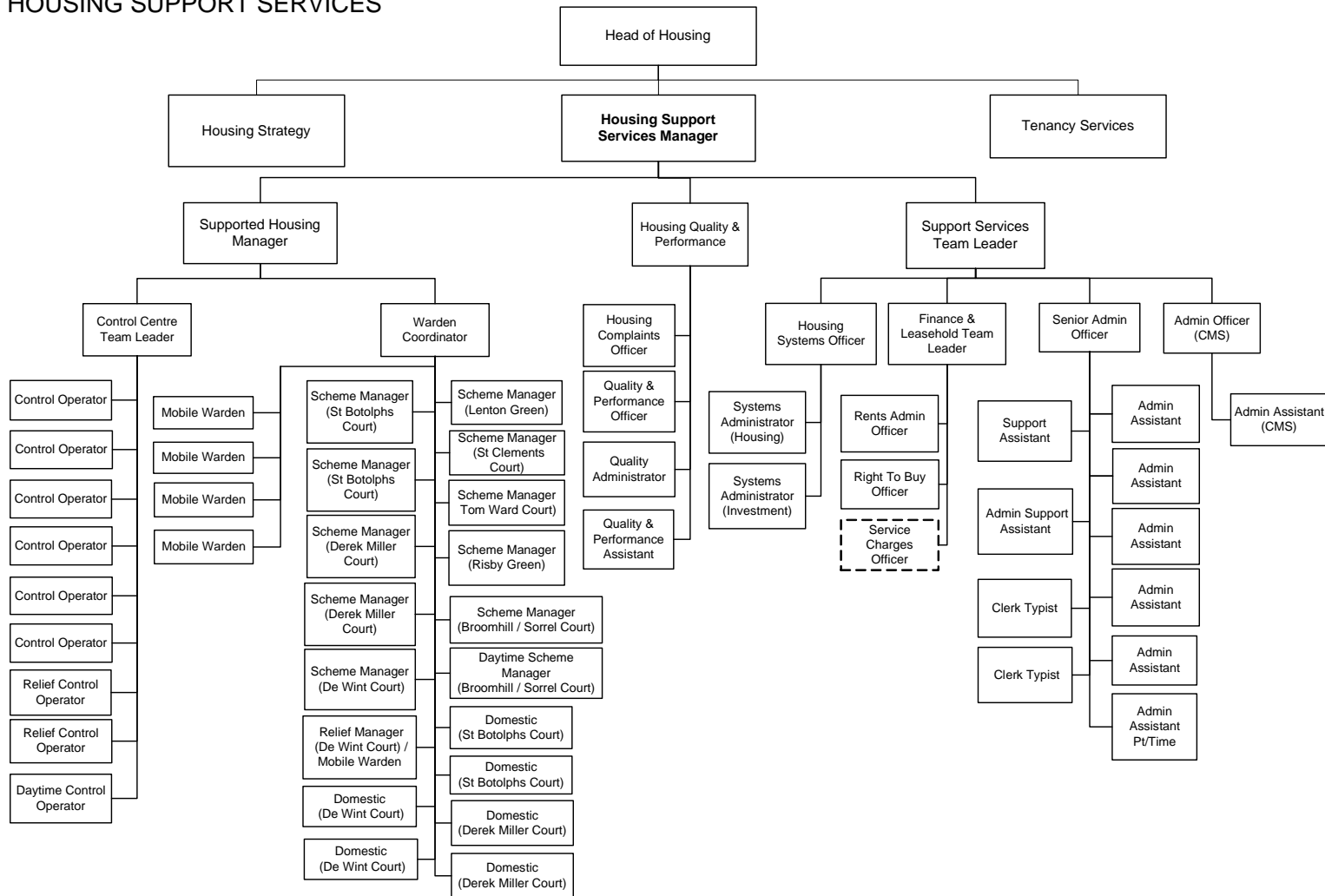


TENANCY SERVICES

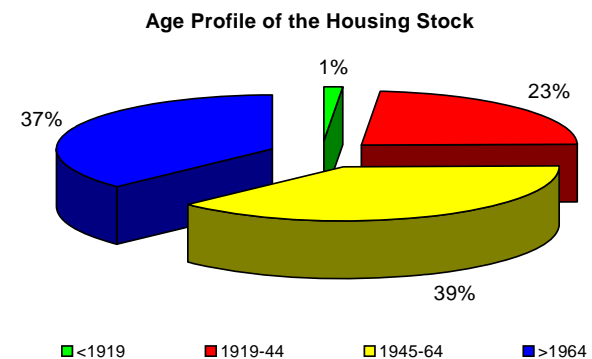
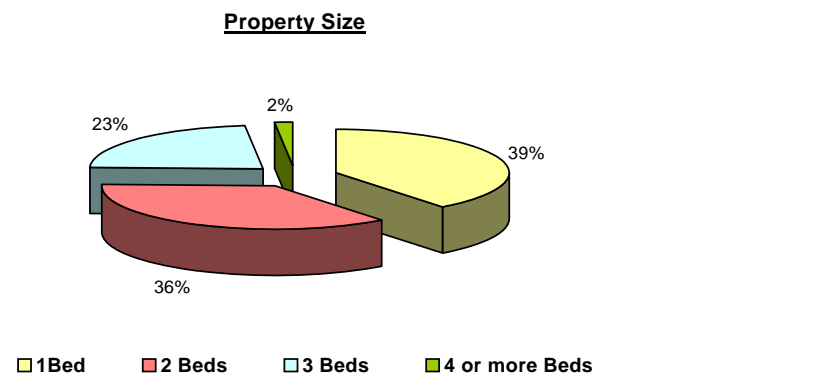
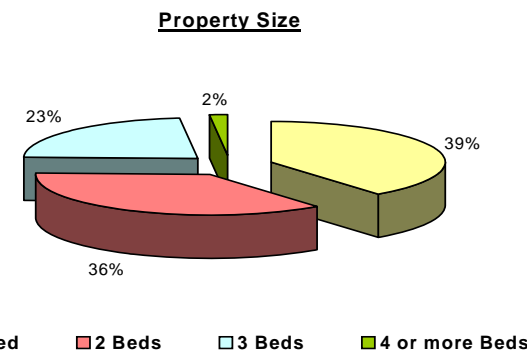




HOUSING SUPPORT SERVICES



Type of Property	Age of Property				
	Pre 1919	1919-1944	1945-1964	Post 1964	Total
Low Rise Flats					
1 bed	4	40	666	741	1451
2 Beds	2	4	98	79	183
3 beds	0	0	0	14	14
Total	6	44	764	834	1648
Medium Rise Flats					
1 bed	2	0	300	849	1151
2 Beds	0	0	254	362	616
3 beds	0	0	15	7	22
Total	2	0	569	1218	1789
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	346	1962
3 beds	34	843	614	304	1795
4 or more Beds	3	99	20	5	127
Total	104	1805	1626	696	4231
Grand Total	112	1849	3047	2960	7968



HOUSING INVESTMENT PROGRAMME EXPENDITURE 2005/06 to 2007/08

Project Name	Contract No.	2005/06 £	2006/07 £	2007/08 £
<u>Cyclical</u>				
Lift Renewals - St Boltolphs, De Wint, Derek Miller	1424	105,008	0	0
		105,008	0	0
<u>Decent Homes</u>				
Bathrooms	1404	2,667	0	0
Bathroom Improvements	1440	199,523	64,203	0
Bathrooms & WC's 2006/07 to 2010/11		n/a	67,150	467,733
Fire Alarm Systems Sheltered Housing	1407	12,005	0	2,390
Central Heating - Installations/Upgrades	1408	338,332	7,842	0
Central Heating/Boiler Replacement		n/a	996,841	2,384,261
Insulation and Affordable Warmth - Phase 1	1423	19,306	0	0
Insulation and Affordable Warmth - Phase 2		20,553	0	0
Thermal Comfort Works		N/a	N/a	28,316
Kitchen Improvements Contract No. 1 (CMS)	1365	1,293,188	24,573	0
Kitchen Improvements 2006/07 to 2010/11		n/a	522,350	2,110,009
Decent Homes Modernisations		n/a	132,012	330,075
Rewiring Gaunt Street Flats (CMS)	1406	69,215	491	0
Rewiring- Contract 1	1435	148,466	17,485	0
Rewiring- Contract 2		214,991	0	0
Rewiring 2006/07 to 2010/11		n/a	315,066	2,691,420
Flat Roofing to Pitched . Ermine East	1366	14,727	0	0
Re-roofing - Westwick Drive/Gardens PH1	1398	7,145	0	0
Re-roofing - Westwick Drive/Gardens Ph2	1412	66,016	0	0
Roofing to flats etc	1425	20,985	0	0
Roofing Newport Area	1437	42,289	1,067	0
Roofing St Botolphs Crescent	1438	162,911	20,830	0
Re-roofing/Chimneys 2006/07 to 2010/11		n/a	1,200	186,650
Window Replacements Ermine West & East	1378	606,009	13,830	0
Window Replacements 2006/07 to 2010/11		n/a	721,790	1,823,323
External Doors - Ermine	1405	359,020	48,598	0
Structural Repairs - Roman Pavement	1420	15,285	0	14,045
Cladding - Mons Road (Includes windows)	1387	97,959	100	0
Ermine Balconies		68,000	1,718	0
Decent Homes- Voids		261,567	0	0
Major Repairs/Works - Structural Works		n/a	45,629	855
Lintel Failures 2006/07 to 2010/11		n/a	10,000	0
Wall Tie Failure 2006/07 to 2010/11		n/a	10,000	22,063
Door Replacement 2006/07 to 2010/11		n/a	34,626	64,962
Decent Homes- Decoration Allowances		n/a	841	27,889
Decent Homes- Prelim Set Up Costs		n/a	851,958	1,140,463
		4,040,159	3,910,200	11,294,454
<u>Catch Up</u>				
Boiler Emergencies - Contract No. 1	1368	1,055,102	164,444	0
Boiler Emergencies - Contract No. 2	1369	193,570	23,246	0
Boiler Replacements	1409/10	15,452	0	0
M&E Sheltered Housing - Derek Miller		n/a	4,386	0
		1,264,124	192,076	0
<u>Environmental Improvements</u>				
Fencing & Footpaths	1421/2	9,510	0	0
		9,510	0	0

HRA Business Plan

Health & Safety

Asbestos Removal		35,303	0	0
Asbestos Removal 2006/07 to 2010/11		n/a	11,541	29,692
Toll Bar House - Security Works	1413	1,239	0	0
Balustrades to Flat Blocks		27,344	0	0
Shuttleworth House Roof Walkway		1,845	0	0
Security Grilles Tower Block		12,804	0	0
Sincil Bank Collapse		9,436	0	0
Lambeth House Car Park		5,840	496	0
Safety Bollards to Shuttleworth House		n/a	4,477	0
Door Entries - 3 locations		n/a	17,861	0
Communal Lighting H&S Improvements		n/a	n/a	90,117
Security Works		n/a	n/a	3,549
Replacement Door Entry Systems		n/a	3,046	20,534
Plastering (HHSRS)		n/a	n/a	46,919
Spring Hill and other Housing DDA Requirements		n/a	n/a	21,601
Replacement Water Tanks - Jarvis House		n/a	5,945	9,507
Fire Safety Work		n/a	n/a	266,522
		93,811	43,366	488,441

Other

DDA Building Works	1416	66,041	0	0
12 Lamb Gardens	1392	15,888	0	0
8 Bassingham Crescent	1393	16,173	0	0
25 Swift Gardens		18,851	0	0
5 Legbourne Close	1433	69,434	9,731	1,536
1 Andersons Lane		n/a	2,625	82,193
100 Queen Elizabeth Road		n/a	52,695	0
Aids & Adaptations - Major Works - 3pa		n/a	25,584	0
Hamilton House		n/a	1,182,910	498,554
Accommodation Work for Wheelie Bins		n/a	72,511	2,539
Markham House		n/a	31,950	97,212
Estate Based Budgets		1,639	0	0
EBB- Door Entry Scheme		55,791	2,089	0
Drainage Works		n/a	n/a	5,775
Communal TV Aerials	1401	5,476	0	1,690
Groundwork Partnering		246,778	25,897	1,756
Modernisations	1330	279,284	65,212	0
Skellingthorpe Plantation		n/a	10,335	0
Western Growth Corridor		n/a	98,404	0
Partnership Consultancy Fees		n/a	121,000	0
		775,355	1,700,943	691,255

6,287,967 5,846,585 12,474,150

Other Schemes

Mobile Working		n/a	n/a	220,715
DIPS's		14,190	0	
Contribution to IT Fund		40,256	76,077	0
		54,446	76,077	220,715

GRAND TOTALS

6,342,413 5,922,662 12,694,865

HRA Business Plan

HOUSING INVESTMENT PROGRAMME 2009/10 TO 2013/14

Please Note – All figures include inflation, profit & overheads

Ref	2009/10	2010/11	2011/12	2012/13	2013/14	
	£	£	£	£	£	
CAPITAL WORKS						
<u>Core Partnership Programme</u>						
<u>(Decent Homes)</u>						
1	Bathrooms & WC's	970,893	166,200	706,810	507,000	506,496
2	DH Central Heating Upgrades	2,275,874	695,238	405,000	1,067,643	1,066,582
3	Responsive Capitalised Heating Replacements	267,750	267,750	255,000	374,302	200,000
4	Thermal Comfort Works	82,923	22,321	226,040	-	50,000
5	Kitchen Improvements	3,650,796	608,544	1,883,480	681,240	680,563
6	Decent Homes Modernisations	120,356	124,266	62,020	80,000	79,920
7	Rewiring	3,066,847	325,420	930,000	473,632	473,161
8	Chimneys	198,100	13,619	210,360	234,000	233,767
9	Re-roofing	425,058	27,231	-	-	-
10	Lincoln Standard Windows Replacement	21,000	21,000	-	-	-
11	Structural Repairs - Roman Pavement	1,806,651	2,099,123	-	-	-
12	Wall Structure Repairs	141,957	112,823	37,580	106,440	106,334
13	Door Replacement	105,935	35,976	219,580	73,278	73,205
14	Decent Homes Decoration Allowance	130,000	100,000	30,000	30,000	29,970
15	Decent Homes Prelim Kier	1,351,800	1,188,540	1,000,000	1,000,000	750,000
16		14,615,940	5,808,051	5,965,870	4,627,535	4,250,000
<u>Mechanical & Electrical</u>						
17	Works to Multi Storey Blocks	-	330,000	-	-	-
18	Works to Improve Group Schemes	-	355,334	-	-	-
19		-	685,334	-	-	-
<u>Exceptional Extensive Repair</u>						
20	Multi Storey Flats	-	-	158,910	-	-
21		-	-	158,910	-	-
<u>Environmental Improvements</u>						
22	RESPECT Agenda & Local Area Agreements	110,230	113,810	117,566	121,445	125,450
23		110,230	113,810	117,566	121,445	125,450
<u>Health & Safety</u>						
24	Fire Alarm Systems Sheltered Housing	32,610	-	-	-	-
25	Asbestos Removal	181,946	181,946	102,230	100,000	150,000
26	Communal Lighting H&S Improvements	220,000	78,750	8,670	100,000	100,000
27	Renew paths and paving	311,370	321,480	122,470	308,000	125,000
28	St Boltolph's Crescent Paving Refurbishment	31,500	-	-	-	-
29	Security Works	55,120	56,910	21,680	250,000	50,000
30	Provide fire stopping to party walls	66,105	35,070	13,360	20,905	20,000
31	Renew bulkhead external lighting	5,510	5,690	2,170	25,000	20,000
32	Renew emergency lighting	38,910	40,170	15,300	95,000	50,000
33	Replacement Door Entry Systems	66,140	68,290	26,020	125,000	50,000
34	Renew lift	20,180	20,840	7,940	85,000	50,000
35	Renew stair structure	88,180	113,810	43,360	50,000	50,000
36	Plastering (HHSRS)	220,460	227,630	86,720	100,000	200,000
37	Other Housing DDA Requirements	24,199	24,200	-	-	-
38	Fire Safety Works	6,000	-	-	-	-
38		1,368,230	1,174,786	449,920	1,258,905	865,500

HRA Business Plan

Ref	2009/10	2010/11	2011/12	2012/13	2013/14	
	£	£	£	£	£	
Current Developments						
40	Provision for Transfer of Land from HRA	27,560	28,450	9,260	10,000	10,000
41	Energy Efficiency Works (Externally funded)	133,362	50,000	-	-	-
42	Accommodation Review Contribution	-	110,000	-	-	-
		160,922	188,450	9,260	10,000	10,000
Contingent major repairs (including Aids & Adaptation major works)						
43	Aids & Adaptations - Major Works - 3pa	165,350	170,720	176,350	182,170	187,990
44	Garage Maintenance	60,630	62,600	46,610	55,193	60,000
45	Drainage Works	38,580	39,830	29,660	32,530	35,000
46	Footpath Works	22,050	22,760	16,950	15,760	14,000
47		286,610	295,910	269,570	285,653	296,990
48	Housing Support Services Computer Fund	110,230	113,810	117,566	121,445	125,450
49	Lincoln Standard	-	-	668,555	2,100,000	3,881,286
50	GRAND TOTALS	16,652,162	8,380,151	7,757,217	8,524,983	9,554,676
RESOURCES:						
51	Supported Capital Expenditure	(1,020,000)	(1,020,000)	(1,020,000)	(1,020,000)	-
52	Unsupported Capital Expenditure	-	-	-	-	-
53	Major Repairs Allowance	(4,942,471)	(5,071,295)	(5,203,459)	(5,339,047)	(5,478,150)
Capital Grants and Contributions						
54	Other Grants and Contributions	-	(282,808)	-	-	-
55	Mortgage Principal Repayments	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
56		(2,500)	(285,308)	(2,500)	(2,500)	(2,500)
57	Direct Revenue Financing (DRF)	(4,590,519)	(2,530,481)	(2,358,110)	(2,332,842)	(2,162,201)
In-Year HRA Capital Receipts:						
58	RTB's (25%)	(235,960)	(241,380)	(246,930)	(252,610)	(258,420)
59	Capital Receipts (Land, others)	-	-	-	-	-
60		(235,960)	(241,380)	(246,930)	(252,610)	(258,420)
61	Total in-year Resources	(10,791,450)	(9,148,464)	(8,830,999)	(8,946,999)	(7,901,271)
62	add Net Resources b/fwd	(5,990,926)	(130,214)	(898,527)	(1,972,309)	(2,394,325)
63		(16,782,376)	(9,278,678)	(9,729,526)	(10,919,308)	(10,295,596)
64	less Total Programme (line 50)	16,652,162	8,380,151	7,757,217	8,524,983	9,554,676
65	Resources c/f	(130,214)	(898,527)	(1,972,309)	(2,394,325)	(740,920)

<u>HRA REPAIRS EXPENDITURE</u> <u>2005/06, 2006/07, 2007/08</u>		2005/06 Actual	2006/07 Actual	2007/08 Actual
<u>Tenant Notified</u>				
	<u>Zone</u>			
Ermine East	A	446,252	308,593	324,177
St Giles	B	814,761	698,971	555,623
Burton/Newport	C	131,994	88,467	110,461
Carholme/City	D	330,718	306,487	293,492
Monks Rd	E	409,454	356,753	340,152
Birchwood	F	590,829	397,941	475,055
Hartsholme	G	161,525	142,427	132,231
Boultham	H	654,366	489,132	534,205
Manse	J	230,523	175,483	148,624
Ermine West	K	435,761	327,224	544,145
Control Centre Recharge		0	8,950	10,838
Estate Shops		9,683	3,339	10,029
		4,215,866	3,303,767	3,479,032
<u>Voids</u>				
Ermine East	A	166,114	97,560	89,236
St Giles	B	274,388	317,882	362,346
Burton/Newport	C	37,192	42,625	20,808
Carholme/City	D	168,162	120,291	103,020
Monks Rd	E	163,406	193,249	132,917
Birchwood	F	183,711	181,339	124,054
Hartsholme	G	80,280	72,922	45,867
Boultham	H	259,450	196,828	205,964
Manse	J	65,177	35,004	43,900
Ermine West	K	211,369	134,424	165,773
		1,609,249	1,392,124	1,293,885
		5,825,115	4,695,891	4,772,917
<u>Servicing Contracts</u>				
Lifts		15,732	12,975	17,843
Communal Aerials		0	3,753	21,471
Gas Servicing		264,844	1,079,616	959,217
Emergency Gas Repairs		1,825	35	0
Gas Maintenance		0	3,782	0
Intruder Alarms		0	20,307	4,280
Door Entry System		9,356	11,792	11,354
Fire Alarms		0	8,967	1,445
Electrical Testing, incl maintenance		77,348	121,118	285,266
		369,105	1,262,345	1,300,876
Painting Programme		247,128	11,153	0
Asbestos removal		0	28,862	0
Aids & Adaptations		201,055	199,094	234,228
Decoration Grants		36,603	54,103	36,868
<u>Tenants Compensation</u>				
Disturbance Allowance		283	252	0
Tenants Decant Exp		675	2,225	0
Tenants Compensation.		11,926	33,747	21,047
		12,884	36,224	21,047
<u>Other</u>				
Mtce Generators		0	396	0
Postages		1,000	345	44
Misc Purchases		943	1,217	0
		1,943	1,958	44
GRAND TOTALS		6,693,833	6,289,630	6,365,980

HOUSING REVENUE OPERATING ACCOUNT	2007/08			2008/09
	Estimate	Probable	Actual	Estimate
INCOME				
Gross Rental Income:				
1 - Dwellings rents	(20,646,420)	(20,773,170)	(20,626,910)	(22,046,500)
2 - Non-Dwelling rents	(519,530)	(489,510)	(434,740)	(509,920)
3 Charges for Services & Facilities	(475,450)	(406,390)	(473,006)	(418,230)
4 Contributions towards expenditure	-	(59,370)	(60,913)	(71,450)
5 Total Income	(21,641,400)	(21,728,440)	(21,595,569)	(23,046,100)
EXPENDITURE				
6 Repairs & Maintenance	5,459,000	5,762,850	6,366,285	6,282,660
Supervision & Management:				
7 - General	4,573,580	4,768,630	3,628,701	4,491,450
8 - Special	1,160,620	1,204,990	1,188,141	1,271,980
9 Vacancy Savings	(100,130)	-	-	(102,540)
10 Rents, Rates and Other Premises	72,350	13,520	52,475	14,150
11 Inflation Contingency	-	-	-	20,000
12 Negative HRA Subsidy Payable	48,580	75,210	78,950	555,660
13 Increase in Bad Debt Provisions	235,000	235,000	162,165	235,000
Housing Benefits:				
14 - Subsidy Limitation Transfer	303,340	356,170	537,782	384,570
Cost of Capital:				
15 - Depreciation Council Dwellings	6,730,250	6,571,030	6,571,029	6,599,740
16 - Depreciation Other Assets	122,820	143,520	143,523	143,520
17 - Impairments	-	6,481,310	6,917,080	-
18 - Govt Grants Deferred	-	-	(104,219)	-
19 Debt Management Expenses	60,280	93,900	91,118	96,390
20 Total Expenditure	18,665,690	25,706,130	25,633,030	19,992,580
21 NET COSTS OF SERVICE per I/E Acc	(2,975,710)	3,977,690	4,037,461	(3,053,520)
22 CMS Repatriation	-	-	(427,163)	-
23 Corporate & Democratic Core	-	-	-	-
24 NET COST OF SERVICE	(2,975,710)	3,977,690	3,610,298	(3,053,520)
25 Gains/Losses on Disposal	-	-	(25,529)	-
26 Loan Charges Interest	1,347,330	1,341,400	1,338,440	1,396,800
27 Pension Interest Cost & expected return on Pension Asset	-	-	(83,092)	-
28 Interest on Investments	(341,730)	(531,820)	(544,057)	(482,920)
29 Mortgage Interest	(3,500)	(2,840)	(2,825)	(2,520)
30 SURPLUS ON HRA FOR YEAR	(1,973,610)	4,784,430	4,293,235	(2,142,160)
Adjustments on Statement of Movement on HRA Balance				
31 Premiums Payable	662,550	662,550	662,546	492,470
32 Discounts Receivable	(71,280)	(71,280)	(71,278)	(70,260)
33 Gains/Losses on Disposal	-	-	25,529	-
34 Govt Grants Deferred	-	-	104,219	-
35 Impairments	-	(6,481,310)	(6,917,080)	-
36 Net Pension charges in accordance with FRS17	-	-	(541,768)	-
37 Employers contribution to pension fund	-	-	1,668,618	-
38 Direct Revenue Financing	2,018,000	4,143,000	4,105,329	2,163,000
39 Major Repairs Reserve	(2,143,340)	(2,001,410)	(2,001,411)	(1,880,200)
40	465,930	(3,748,450)	(2,965,296)	705,010

HRA Business Plan

Contribution to Reserves					
41	Insurance Reserve	(133,340)	181,870	364,356	219,430
42	Invest to Save	-	(131,270)	(131,267)	-
43	PI Survey	11,720	11,720	11,720	11,990
44	Stock Condition Survey	11,720	11,720	5,470	11,990
45	Office Moves, HRA	(66,180)	-	-	-
46	Stock Retention	-	(17,500)	(20,407)	-
47	Direct Revenue Financing Reserve	-	3,123,400	3,025,027	1,000,000
48	Repairs Account		(251,840)	(870,866)	(66,920)
49		(176,080)	2,928,100	2,384,033	1,176,490
50	(SURPLUS) / DEFICIT in year	(1,683,760)	3,964,080	3,711,972	(260,660)
51	Balances b/f @ 1st April	(4,858,659)	(5,241,977)	(5,241,977)	(1,277,897)
52	Balances c/f @ 31st March	(6,542,419)	(1,277,897)	(1,530,005)	(1,538,557)

**HOUSING REVENUE ACCOUNT BUDGET SUMMARY FORECAST
2008/09 - 2013/14**

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Probable	Estimate	Estimate	Estimate	Estimate	Estimate
	£	£	£	£	£	£
INCOME						
Gross Rental Income:						
1 - Dwellings rents	(22,195,800)	(23,371,470)	(24,350,070)	(25,434,230)	(26,425,540)	(27,519,160)
2 - Non-Dwelling rents	(512,570)	(535,920)	(556,550)	(578,940)	(600,160)	(623,120)
3 Charges for Services & Facilities	(418,810)	(430,990)	(443,540)	(456,460)	(469,770)	(483,500)
4 Contributions towards Expenditure	(71,450)	(73,590)	(75,800)	(78,080)	(80,430)	(82,840)
5 Total Income	(23,198,630)	(24,411,970)	(25,425,960)	(26,547,710)	(27,575,900)	(28,708,620)
EXPENDITURE						
6 Contribution to Repairs Account	7,164,940	7,070,140	7,083,320	7,286,130	7,488,520	7,689,870
Supervision & Management:						
7 - General	4,114,590	4,248,040	4,479,410	4,477,230	4,664,830	4,800,510
8 - Special	1,239,260	1,288,870	1,326,070	1,357,420	1,388,770	1,420,930
9 2.5% Vacancy Savings	-	(105,200)	(107,730)	(110,320)	(113,080)	(115,910)
10 Inflation Contingency	-	30,000	30,000	35,000	35,000	40,000
11 Rents, Rates and Other Premises	14,260	14,580	14,920	15,290	15,660	16,040
12 Negative HRA Subsidy Payable	604,770	1,553,450	2,253,890	2,937,390	3,621,820	4,569,490
Housing Benefits:						
13 - Subsidy Limitation Transfer	376,500	356,680	264,620	175,410	87,100	-
Cost of Capital:						
14 - Depreciation Council Dwellings	6,478,150	6,478,150	6,478,150	6,478,150	6,478,150	6,478,150
15 - Depreciation Other Assets	146,610	146,610	146,610	146,610	146,610	146,610
16 - Impairments	(8,860)	(8,860)	(8,860)	(8,860)	(8,860)	(8,860)
17 Debt Management Expenses	107,030	100,270	97,150	99,300	103,340	106,390
18 Increase in Bad Debt Provision	235,000	235,000	235,000	235,000	235,000	235,000
19 Total Expenditure	20,472,250	21,407,730	22,292,550	23,123,750	24,142,860	25,378,220
20 NET COSTS OF SERVICE	(2,726,380)	(3,004,240)	(3,133,410)	(3,423,960)	(3,433,040)	(3,330,400)
21 Loan Charges Interest	1,390,670	1,443,310	1,493,090	1,543,070	1,593,260	1,640,080
HRA Investment Income						
22 - Investment Interest	(308,830)	(319,870)	(340,560)	(424,220)	(440,070)	(440,070)
23 - Mortgage Interest	(2,180)	(1,430)	(1,230)	(1,030)	(830)	(630)
24 SURPLUS ON HRA FOR YEAR	(1,646,720)	(1,882,230)	(1,982,110)	(2,306,140)	(2,280,680)	(2,131,020)
Adjusts on Statement of Movement on HRA Bal						
25 Premiums Payable	492,470	369,090	282,310	226,760	225,380	18,390
26 Discounts Receivable	(70,260)	(57,670)	(51,410)	(22,190)	(8,950)	(7,980)
27 Govt Grants Deferred	8,860	8,860	8,860	8,860	8,860	8,860
28 Direct Revenue Financing	4,067,290	4,590,520	2,530,480	2,358,110	2,332,840	2,162,200
29 To/(from) Major Repairs Reserve	(1,777,180)	(1,697,490)	(1,568,660)	(1,436,490)	(1,300,890)	(1,161,780)
30 Contribs to/(from) Reserves						
- Insurance Reserve	(64,760)	238,070	238,070	238,070	238,070	238,070
31 - PI Survey	(6,000)	3,000	(6,000)	3,000	(6,000)	3,000
32 - Stock Retention Strategy	(17,500)	-	-	-	-	-
33 - Direct Revenue Financing Reserve	(1,904,290)	(700,000)	500,000	750,000	800,000	850,000
34 - Repairs Account	140,370	430,830	(13,220)	850	(6,600)	(10)
35 (SURPLUS)/DEFICIT in year	(777,720)	1,302,980	(61,680)	(179,170)	2,030	(20,270)
36 Balance b/f at 1 April	(1,530,005)	(2,307,725)	(1,004,745)	(1,066,425)	(1,245,595)	(1,243,565)
37 Balance c/f at 31 March	(2,307,725)	(1,004,745)	(1,066,425)	(1,245,595)	(1,243,565)	(1,263,835)

Indicator	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08		2008/09	2009/10
Best Value PI	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
BVPI63 – Energy Efficiency – Average SAP rating	67	67	68	68	71	72	74	72	72
BVPI 66a Rent Collection & Arrears - Proportion Of Rent payable during period collected	98.7%	98.92%	98.9%	99.26%	99.25%	98.7%	99.96%	98.75%	99%
BVPI66b – No of Tenants with more than 7 weeks arrears				7.70%	6.7%	5.5%	6.75%	4.12%	4.10%
BVPI66c - % of tenants in arrears who have had Notice seeking possession Served				25.27%	23.65%	17%	45.84%	16.5%	16%
BVPI66d – Tenants evicted as a result of rent arrears				0.76%	0.55%	0.7%	0.41%	0.65%	0.6%
BVPI 74a - Satisfaction of tenants with the overall service provided		77%			73%			73%	
BVPI 75a - Satisfaction of tenants with opportunities for participation in management and decision making		67%			58%			58%	
BVPI164 - Does The Authority Follow The Commission For Racial Equality's Code Of Practice In Rented Housing	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes
BVPI184a – Proportion of homes non decent	26%	22.17%	21.42%	21.88%	26%	37%	37.7%	33%	30%
BVPI184b – Percentage change in proportion of non-decent homes	14.4%	-8.43%	18.33%	-0.1%	0.0%	34.14%	30.1%	35.61%	47.36%
BVPI212 - Average time taken to re-let local authority housing	64 days	41.9 days	35.4 days	34.2 days	35 days	29 days	32 days	28 days	25 days

HRA Business Plan

Indicator	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08		2008/09	2009/10
	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
Ho1 (from 2007/08) – Actual cost of housing repair per dwelling				£13.97	£15.04	£10	£15.32	£9	£11
Ho2 - % rent lost through dwellings becoming vacant	2.13%	1.63%	1.27%	1.1%	1.19%	1.1%	1.28%	1.0%	0.99%
Ho3 – Percentage of urgent repairs completed in government time limits	92.03%	93.99%	91.1%	91.05%	90.6%	96%	86.19%	97%	98%
Ho4 – Average time to complete non urgent repairs	18.3 days	16 days	17 days	7.3 days	11 days	8 days	25 days	12 days	12 days
Ho6 - Rent collection – Rent arrears of tenants as a proportion of rent roll	2.7	2.65%	2.33%	2.3%	2.25%	2.07%	2.37%	2.00%	1.95%
Ho9 – Repairs & maintenance ratio of planned repairs expenditure to responsive repairs expenditure				43.23%	51.75%	57%	72.1%	61%	64%

National Best Value Performance Indicators 2007/08 - Quartiles

2007/08BVPI Outturns		All England				All Districts					
	Lincoln	Average	Top	Median	Bottom	Lincoln	Average	Top	Median	Bottom	
Pi	Description										
	Upper Threshold										
	Middle Threshold										
	Lower Threshold										
63	Energy Efficiency - Average SAP Rating	74	69.9	73	70	66	74	69.39	72.8	69	66
66a	Proportion of rent payable during period collected	99.96%	97.7%	98.6%	98.1%	97.3%	99.96%	97.9%	99.0%	98.4%	97.5%
66b	% of tenants with more than 7 weeks of arrears	6.80%	5.9%	3.5%	5.2%	7.0%	6.80%	5.0%	3.3%	4.6%	6.0%
66c	% of tenants who have had Notices Seeking Possession served	45.95%	25.2%	14.8%	24.5%	32.7%	45.95%	24.9%	14.0%	24.3%	32.7%
66d	Tenants evicted as a result of rent arrears	0.41%	0.3%	0.2%	0.3%	0.4%	0.41%	0.3%	0.1%	0.3%	0.4%
74a	Overall satisfaction with tenants service	73.00%	78.00%	83.00%	79.00%	73.00%	73.00%	81.00%	84.90%	81.00%	78.00%
74b	Satisfaction with tenants service - BME groups	80.00%	73.10%	83.00%	73.30%	66.20%	80.00%	75.10%	85.30%	78.50%	67.20%
74c	Satisfaction with tenants service - non BME groups	73.00%	78.4%	83.00%	79.00%	74.00%	73.00%	81.0%	84.90%	82.00%	79.00%
75a	Satisfaction of tenants with for participation in management & decision making	58.00%	65.20%	70.00%	65.10%	61.00%	58.00%	67.20%	71.00%	66.00%	63.00%
75b	Satisfaction of tenants with for participation in management & decision making - BME Groups	67.00%	60.80%	71.00%	61.00%	52.00%	67.00%	60.50%	75.00%	62.50%	50.00%
75c	Satisfaction of tenants with for participation in management & decision making - non BME Groups	57.00%	65.10%	70.00%	65.00%	61.00%	57.00%	67.10%	71.00%	67.00%	63.00%
184a	Proportion of LA homes which were non-decent at 1 April 2003	38%	25.3%	9%	22	39	38%	20.9%	7%	15	30
184b	Percentage of change in proportion of non-decent homes between 1 April 2004 and 1 April 2005	30.1%	19.6%	32.7%	18.3%	2.6%	30.1%	19.2%	38.3%	18.1%	0.1%
212	Average time taken to re-let LA dwellings	32	34.4	25	31	39	32	33.7	24	29	39

Summary of results from 2008 Tenant Satisfaction Survey carried out by the National Housing Federation

	Very Satisfied	Satisfied	Neither Satisfied nor dissatisfied	Fairly Dissatisfied	Very dissatisfied
Overall satisfaction with the service	34.5%	43.2%	12.5%	5.6%	4.2%%
Satisfaction with the overall quality of the home	33.1%	49.5%	6.0%	9.4%	2.0%
Satisfaction with the general condition of the property	26.7%	51.3%	7.6%	11.8%	2.6%
Satisfaction with the neighbourhood	34.1%	42.7%	9.0%	8.5%	5.7%
Satisfaction the value for money for the rent	37.6%	42.6%	11.6%	6.0%	2.2%
Satisfaction with the support provided to new tenants	21.5%	37.0%	34.5%	4.8%	2.1%
Satisfaction with dealing with enquiries generally	23.9%	45.2%	13.4%	10.3%	7.3%
Satisfaction with the outcome following contact with council staff	64.1%		8.7%	27.3%	
Satisfaction with repairs and maintenance	30.8%	43.5%	5.7%	11.3%	8.8%
Satisfaction that we take tenants views into account	24.2%	41.7%	20.4%	7.3%	6.4%
Satisfaction with us keeping tenants informed	29.9%	47.2%	14.0%	5.8%	3.2%
Satisfaction with the locally agreed Tenant Participation Compact	35.9%	44.3%	17.4%	1.2%	1.2%

HOUSING REVENUE ACCOUNT - BUDGET RISK ASSESSMENT 2008/09

	Budget Item	Risk	3rd Quarter Monitoring
1.	Pay Awards	Settlements exceed the percentage increase provided for in the budget from 2008/09.	Pay award has been offered at 2.45% against a budgeted increase of 2.5%. The dispute is now at 'arbitration' so there is still a risk that the actual settlement could be higher than the budgeted increase. NB. Agreement has been reached at 2.75%, since the Quarter-end, which amounts to an additional £4,900 only over the budget.
2.	Establishment Budget of 97.5%	Greater than 97.5% establishment	The HRA target for 2008/09 is £102,540 and, by the end of the 3rd quarter, savings of £92,330 have been identified. It is anticipated that the HRA target will be achieved in the 4th quarter.
4.	Investment Income	Available cash flow surpluses less than anticipated and/or falling interest rates	<p>The budgeted average interest rate for 2008/09 was set at 5.2%, the actual average achieved for the first nine months was 5.39%. The budget was based on average balances invested of £26million while during the first 9 months there was an average daily balance invested of £23.1m. The difference is mainly due to cash flow timings and the delay in taking prudential borrowing (more cost effective to use internal balances as very low interest rates achievable on balances).</p> <p>Due to the high level of balances invested and interest rates achieved in the first half of 2008/09 the original interest budget for the year will be achieved. However due to the rapidly changing financial climate the forecast for the remaining 3 months has deteriorated, this has been reflected in the revised forecast outturns but there is a risk of further base rate cuts which may reduce further the investment rates available in the market.</p> <ul style="list-style-type: none"> • the General Fund share is currently estimated to be £1,109k • The HRA share is currently estimated to be £309k

HRA Business Plan

	Budget Item	Risk	3rd Quarter Monitoring
12.	Bad Debt Provision	The Council's existing Bad Debt provision proves insufficient to meet any increase in the value of debts written off	Net HRA Rent arrears have decreased by approximately £66,000 over the first nine months, compared to an increase of £6,000 over the same period last year. Debts written out in the period amounted to £67,250 compared to last year's total of £149,998. At this point this years budgeted provision (£235,000) is considered prudently sufficient.
17.	Housing Rents and Property Voids	<ul style="list-style-type: none"> • More Council House disposals than anticipated • Void properties exceeding the 1.1% allowance included in the budget • Government's revisions to their rent restructuring policy that have a detrimental effect on the Council's budget 	<ul style="list-style-type: none"> • 51 disposals estimated for the year, 12 completed within the first nine months. We have based our revised estimates on the basis of 15 disposals in the year which, against the original budget, will mean approximately £117,000 additional rent being collectable. • The percentage of lost rental income over the first nine months, due to voids, amounted to approximately 0.92% of the total rent due, against a budgeted allowance of 1.1%. If this performance was to continue then, including the additional rent assumptions above, savings on the void rent budget would be about £32,000. • The Government's 'convergence of public/private sector rents' policy has again been amended, via the Housing Subsidy Determinations, but the impact will not occur until 2009/10.
18.	HRA Repairs and Maintenance Costs	Assumed reductions in repairs and maintenance costs as a result of significant investment in the Council Housing Stock do not materialise	The significant increase of investment, in the housing stock, only commenced in 2007/08, and whilst the Decent Homes element of the programme has seen 4 of the 10 areas of the City either completed, or nearly completed, and works now focussed on a further 2 areas, it is still early to establish any real evidence of savings as a result. The assumed savings on HRA Repairs are also allied to the anticipated increased efficiencies of the CMS (see CMS Risk 20).
19.	Housing Revenue Account Subsidy	Central Government revise the Subsidy rules	No impact in this year, against budget, as the changes that resulted from this year's Subsidy Determination, are reflected in the original budgets.
22.	Energy Costs	Increases in Energy costs are in excess of the budget	The Electricity contract was reassigned in December and should result in a marginal saving overall, so existing budgets were able to accommodate.

CMS TRADING ACCOUNT – REVENUE BUDGET RISK ASSESSMENT 2008/09

Line No.	Budget Item	Risk	3rd Quarter Monitoring
1.	Pay Awards	Settlements exceed the percentage increase provided for in the budget from 2008/09.	Pay award has been offered at 2.45% against a budgeted increase of 2.5%. The dispute is now at 'arbitration' so there is still a risk that the actual settlement could be higher than the budgeted increase. NB. Agreement has been reached at 2.75%, since the Quarter-end, which amounts to an additional £5,300 only over the budget.
20.	City Maintenance Services (CMS)	The CMS do not modernise and achieve efficiency savings required as a direct result of the anticipated reduction in work load through the decrease in responsive repairs	HRA Business Plan implications effected and yet to occur: <ul style="list-style-type: none"> • Resource Planning implemented across majority of CMS during first quarter of 2008/09 • Phase 2 working group on post Resource Planning implementation is up and running • External Stores function provided by Jewsons, implemented in June 2008 • A new Schedule of Rates was implemented wef December 2008

