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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. The first update of the plan added ten new targets.

The 2nd Business Plan Update

This Business Plan Update reflects on the progress made in the second year of the plan whilst setting out budget proposals for the next five years to 2013.

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.

Highlights for 2007/08

- Complete stock Option Appraisal for the Supported Housing Schemes
- Completion of the review of Schedule of Rates reducing 1750 items to 160.
- Piloted Mobile Technology and implemented the roll-out to all trades groups
- Completed the review of the stores system.
- Closed Stores and entered into a stores partnership with a local company
- Completed the second area of the Decent Homes Programme.
- Completed the review of the Caretaking Service
- Completed a Value for Money Strategy
- Co-located the North team with the neighbourhood Management Team on the St. Giles Estate.

Key Objectives for 2008/09

- Continue to embed the changes to the Directorate organisation and management structure.
- Roll out the Decent Homes Programme
- Complete options appraisal for the Tower Blocks
- Further embed the new performance management system and develop actions plans to address underperformance in key BVPI's.
- Review service standards and information leaflets for tenants
- Review opportunities for improved tenant participation.

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

Tenant and Member Support for this Business Plan

This Business Plan update has been prepared in consultation with Elected Members and tenant representatives.

Tenant representatives will be closely involved in monitoring delivery of the Business Plan through the Tenant Advisory Panel and Service Improvement Panels. The Policy Review Scrutiny Committee will also monitor the plan.

HRA Business Plan

Introduction

This is the second 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 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, 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 2008/09 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 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 2013. 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 Bill will require a comprehensive review and re-write of the Housing Strategy. Proposals to reform the HRA together with the potential for new build within 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 8,013 properties for rent as at 31st March 2007, is a key asset to the City and the outputs of the service directly affect 19.6% of the total

housing stock.

The actions identified within the Priorities for Action for the Business Plan (updated and illustrated on page 26) 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 seven portfolio holders who take responsibility for all the Council's activities across the following portfolios:

- **Corporate Issues and Performance Management**
- **Environment**
- **Housing**
- **Leisure, Sport & Culture**
- **Planning Policy**
- **Regeneration & Tourism**
- **Social Inclusion**

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';

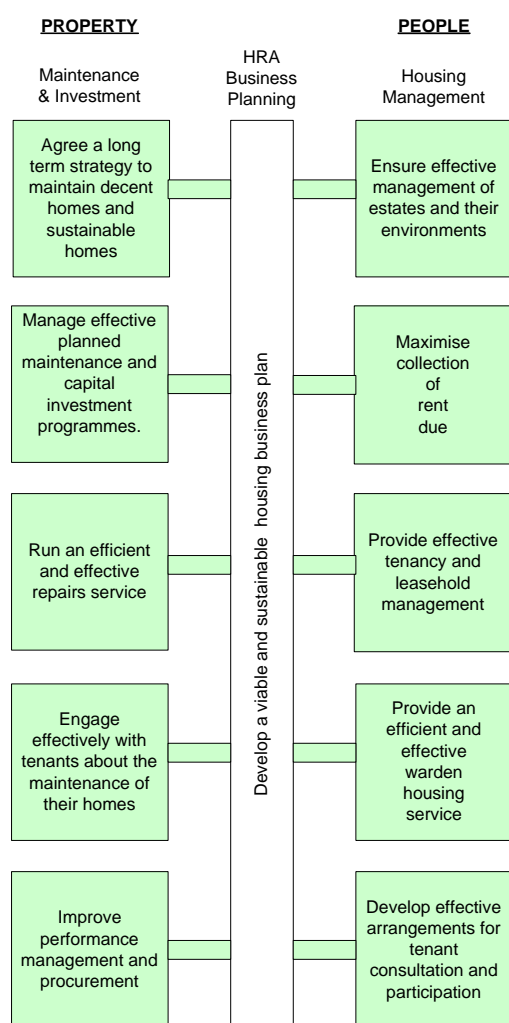
- A Policy Development Scrutiny Committee
- A Policy Review Scrutiny Committee
- A Performance Scrutiny Committee

HRA Business Plan

1. Managing the Business Plan

1.1 Delivering Our Services

The City of Lincoln Council has a significant role in providing rented accommodation, which is affordable, in a good and safe state of repair, holding 19.6% 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 are provided support from the Housing Support Service

The new structure to deliver the aims of the Business Plan was launched at a staff

conference on the 8th & 9th March 2007. The structure can be seen at Appendix '3'.

As part of the reorganisation, the delivery of services through local offices was also reviewed and resulted in the two local Estate offices at Birchwood and St. Giles Estates being withdrawn and replaced with local surgeries.

1.2 Stock condition

Our housing stock

At the 1st April 2007 the Council had a housing stock of 8251 properties in the City, 238 are leasehold and 8013 rented of which 393 are sheltered homes for older people and 300 are high-rise flats.

As well as the 8013 rented properties the Council also owns 1462 garages and 300 garage plots

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. We are therefore investing in further IT software which will give us 'real time data entry', reduce the need for the double entry of information and allow greater resources to be targeted at quality monitoring and tenant satisfaction on site.

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.

In addition, from the summer of 2008 we are planning to undertake a random 10% survey of our stock each year.

Achieving the Decent Homes Standard

Following the pilot decent homes scheme carried out on the Hartsholme Estate during 2006 work moved on during 2007/2008 to the Birchwood and Boultham Moor Estates. As these estates were much larger our partners (Kiers) increased the capacity of

HRA Business Plan

their workforce in order to speed up the delivery of the improvements. In addition they started work on the Manse estate in March 2008.

Based on the latest survey information 63% of our homes comply with the Decent Homes Standard and we have the resources to achieve the Decent Homes Standard by 2010.

The relative non-decency levels of each of our different housing areas (A to K) has been used to inform the sequence in which each area is tackled based on the agreed programme which is gradually being rolled out around the City.

All areas 2007 Non Decent as follows:

Estate		2007-08	2006-07
ERMINE EAST	A	24.70%	18.35%
ST GILES	B	21.02%	18.72%
NEWPORT	C	40.58%	37.54%
CITY CENTRE	D	46.40%	43.41%
TOWER/STAMP END	E	34.23%	28.55%
BIRCHWOOD	F	13.03%	33.10%
HARTSHOLME	G	22.88%	42.56%
BOULTHAM	H	27.83%	34.55%
MANSE	J	25.08%	19.89%
ERMINE WEST	K	34.73%	26.30%

The information in the table above 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 last year. This is entirely predicted.

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. There is a need for expenditure on communal areas, security, fencing, ventilation, fire safety and plastering - all of which contribute to the quality of life for our tenants. A comprehensive exercise is taking place to assess the quantity, specification and costs of these work elements with a view to

commencing the first of these schemes in April 2008.

Fire Risk Assessment Surveys were carried out during 2006 to comply with new regulations and an additional expenditure of approximately £300,000 was identified for necessary works.

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:

2008/2009 – 33%
2009/2010 – 30%

Although it appears as if very little progress will be made during the 3 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 2007	3022	1032
31 st March 2008	1990	
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
<u>31st December 2010</u>	0	0
1 st April 2011	1292	1292
31 st March 2012	0	0
1 st April 2012	213	213

A summary map of the Decent Homes Programme can be found in Appendix '4'

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.

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1.3 Engaging Tenants

Tenants have been central to the whole partnering process and been involved through:

- Tenant representation in the Partner selection process and formed part of the evaluation panel.
- A Core Strategy Group to oversee implementation of the Decent Homes programme with our partner contractors and includes the chair of the Tenants Advisory Panel to represent tenants views.
- Task Groups set up to deal with current issues. These have included Programme and Specification and Communications and Telephony to date
- 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.



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2. Business Plan Progress

The HRA 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 Original Business Plan sets 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.

As reported in the 2007-2012 Update 15 were completed, 9 were in progress and within target and 2 actions being delayed and running over target. A total of 11 new actions were introduced to the updated Action Plan.

2.1 What have we achieved in the last twelve months?

Of the 22 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 £6.05m capital receipts.

Progress

£5.29m realized to date with a further £750k expected early 2008-09 from various sales.

Action Plan 5
Review role of Estate Caretakers

Progress –

Proposals agreed at Executive 10th December 2007 and effected from 1st February 2008.

Action Plan 6
Implementation of Service Charges .

Progress

Executive on the 19th February 2007 decided not to introduce service charges but to keep the matter under review and reconsider when the 2007-08 HRA Business

Plan was published and the changes to the Caretaking Service made effective.

Action Plan 11
Examine Options for various 'High Cost' stock

Progress

Stock condition data now gathered. A Working group has been established to review and analyse the Supported Housing schemes.

Miscellaneous (non-estate) Properties are being considered individually when vacated.

Tower Estate initial option appraisal complete – report findings reported to Executive 18th February 2008

Action Plan 15
Investigate Mobile Working for all operatives and implement agreement

Progress

Technology installed and piloted by electricians. Roll out to be completed April by 2008.

Action Plan 20
Implement new Schedule of Rates.

Progress

Review completed. Schedule reduced from 1750 items to 160. Commenced July 07 and being rolled out with mobile working technology

Action Plan 29
Further embed the new performance management system

Progress

Performance Clinics introduced in Management Team. Briefings included for service Managers. Questionnaire to staff to be circulated April 2008 to gauge success of process

HRA Business Plan

Action Plan 30

Fully utilise the revised Complaints System to identify & address performance issues

Progress

Work commenced. New post created within structure. Procedures agreed and monitoring in place. Process audited November 2007 and revised guidance circulated January 2008

Action Plan 31

Carry out a post implementation review of new technology

Progress

New target. Introduced into Landlord Services Team Work plan for quarterly monitoring. Stage 1 completed by October 2007, Stage 2 April 2008

Action Plan 35

Implement Mobile Working technology, guidelines and working process.

Progress

Technology in place and piloted by electricians. Roll out commenced January 2008

Action Plan 36 & 37

Develop a Value for Money Strategy & a work plan for the City Maintenance Service (CMS)

Progress

Strategy developed December 2007 and work plan during January 2008. The updated Action Plan can be found at Section '10' of this plan.

2.2 New Actions

Eight new actions have been added to the Action Plan for 2008/09.

- Review structure, roles and responsibilities within the Landlord Service Team
- Develop and implement an Asset Management Strategy.
- Undertake research to consider introduction of Incentive Schemes for under-occupation, end of tenancy etc.
- Review role and regularity of Surgeries and Forums
- Undertake a 10% annual stock condition survey.
- Undertake a review of the fleet.
- Review the operation of the CMS 'Trading Account'.
- Review the need for Schedule of Rate items.

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.

3.1 Progress on the Programme

The pilot scheme at Hartsholme improved 201 properties during 2006/07. The programme then moved to Birchwood in 2007 and improved 738 properties followed by Boultham Moor where 628 properties have been made decent before the end of March 2008.

During 2008/09 we will tackle areas of Manse (264 planned), City Centre (571) and Newport (232).

The customer information pack is being successfully used by all partners to keep tenants informed about the scope and timescales of the work planned.



The information gathered at pre-start inductions has been valuable 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 temporary "respite" centre, named "The Haven" in a tenant competition, was created for the pilot scheme in Hartsholme. However, we found that this was scarcely used and subsequent phases have provided "Havens" on a smaller scale combined with the partnership customer liaison assistant's office, where tenants can meet to try to keep any disruption during the works to a minimum.

The location of "The Haven" for the Manse area will be in a empty shop premises on the estate. Local locations will be found for each subsequent area.

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.

3.2 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, averaging towards 95% for the current year. Levels of dissatisfaction are generally low but areas of concern amongst tenants

relate to “showing how to use new appliances”, “keeping dirt and mess to a minimum” and “protecting carpets and belongings”

We are working hard with Kier to address areas of dissatisfaction.

A decent homes appeal process has also been introduced and has been successful in managing tenant expectations and providing explanations where decency assessments have been challenged. At the 1st January 2008 479 appeals have been processed, with 138 (35%) 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 17).

3.4 New Facilities

A major step forward for the partnership delivering the decent homes programme was the completion and delivery of a new office and depot facility at Hamilton House, in April 2007.

This is quite 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.

Facilities include:

- IT training room
- Meeting rooms
- Showers
- 'Cyber Café' area
- Central atrium meeting area with coffee tables and comfortable seating
- Open plan office environment
- Solar heating
- Rainwater harvesting

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 2008-09 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 15.

Works include:

- Replacement Kitchens and Bathrooms
- Replacement Central Heating
- Replacement Boilers
- Rewiring
- Reroofing
- Window Replacements

A full review of the Housing Business Plan was undertaken in December 2007 in order to analyse the decent homes delivery so far and check expenditure levels against expectations. This also looked at any contingencies that remain within the project budget that require future allocation. The findings of the review were as follows:

- That initial estimates of work had not significantly changed following the completion of the 100% survey.
- The contractor's costs (including overheads and profit) were in accordance with original estimates and being delivered.
- The inflationary costs (planned at 3.3% pa) were being managed by the Partnership within the existing budget.
- 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 17 to 31).

The Decent Homes 'modernisations' budget of £116,503 (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. As we complete 100% of the stock condition surveys we will be able to factor these properties into the programme, until then budgetary provision needs to be included. After allowing for the set up of the Partnership and commencement of the pilot, it is anticipated that the Decent Homes Programme expenditure will amount to £12,085,572 in 2008/09, as shown in Line 15 of Appendix '6'

Statutory Health and Safety Requirements

The Health and Safety budget required for 2008/09 is forecasted at £1,642,880 (Line 31). This area covers works to meet statutory requirements, which are outside the Decent Homes Programme, and include;

• **Legionnaire Work**

Following the surveys carried out, Legionnaire improvements to the Sheltered Schemes has been built in to the programme (line 29)

• **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 £190,020 during 2008/09 (line 27)

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.

HRA Business Plan

As the window replacement programme is a high priority to tenants and the works have been previously promised, the Council have agreed to accelerate the Window Replacement Programme. This is planned for completion ahead of schedule, in 2008/09, with £500,000 allocated (line 33).

At present the remaining works (The Lincoln Standard) are scheduled for beyond 2010/11, the Decent Homes deadline. Whilst an allocation has been included (line 32) specific schemes are yet to be identified.

Additionally there is a contingency shown (line 16) which will provide extra resources for these works and could allow them to be brought forward from subsequent years.

We will be reviewing this profile during 2008, once the works on Roman Pavement (Line 10) get under way.

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 35-38)

Contingent/Major Repairs

- **Structural Repairs – Roman Pavement & East Liberty**
Executive gave the green light to proceed with this Improvement Scheme in Feb 2008. Work is to commence in the summer of 2008 and be finished by 31st March 2011.
- **Aids and Adaptations Extensions**
£160,060 (line 42) has been allocated to allow for any future disabled adaptation major works required, at the rate of three per year.

Environmental Improvements

Environmental improvements have been incorporated into the revised Decent Homes Standard. and a contingency sum of £206,710 (Line 44) has been built into the programme for 2008/09.

Mechanical and Electrical Works

Money has been built into the programme to ensure that work to the lifts and electrical work at the Tower Blocks and Sheltered Housing Schemes is maintained. (line 54)

Current Developments

- **Partnership Facilitation Fees**
£53,350 (line 56) has been allocated for LMC Partnership Partnering fees, with funding for future years included for facilitation of the Partnership.

5. Running an Efficient and Effective Responsive Repairs Service

Last year we reported what a challenging year it was for the workforce. The team was renamed as City Maintenance Service (CMS) and they embarked on a series of changes as 2007/08 continued to provide challenges with many successes being achieved.

5.1 Training and Development

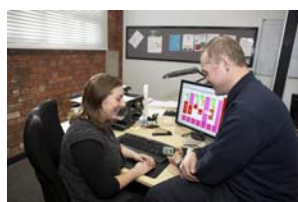
There has been a major step change towards training of the workforce and a significant investment in them showing a number of successes throughout.

Nearly all operatives within the CMS team now hold an NVQ Level and are part of the Construction Skills Certification Scheme (CSCS). This has been achieved with the co-operation and support of the Trade Union UCATT.

All Maintenance Team Leaders have received IOSH training putting a greater emphasis on health and safety generally. The Team Leaders have also completed the ILM Certificate, Introduction to Management.

The Implementation of Resource Planning & Mobile Working

A pilot was introduced with the electricians in September 2007 and despite early setbacks with signal failures the pilot exercise finished in December 2007.



The performance levels rose within this team to achieving 99% success on appointments and average completion time for repairs at 4 days.

The scheme was rolled out to the plumbers next with full roll out by April 2008.

Stores and Joinery Shop



Following a review of the stores and joinery shop it was decided to close these facilities and

procure the stores through a local supplier. This contract commences 1st April 2008.

Fleet Review

To maintain a high standard of service to our customers and provide an innovative and professional repair and maintenance service, a new fleet is being procured.

Along with the new arrangements for materials we will have a better 'imprest' stock on the vehicles thereby increasing productivity and reducing wasted journeys.



5.2 The Culture

The move to Hamilton House has improved working relationships and ensured that the workforce is integrating into the Partnership.

The investment provided is also beginning to show although there is more work to do in ensuring that the team are true partners, working in an Open Book environment.

5.3 The Challenges Ahead

Removal of old systems & processes

The real test during 2008/09 will be ensuring delivery of the predicted £250k saving following the implementation of Resource Planning and Mobile Working technology.

We will also be looking at our software options such as 'Depotmaster' that records the time and materials allocation for the operatives. This will no longer be needed when the resource planning technology (Opti-time) is fully operational.

Review of the Trading Account

The introduction of partnering and open book has set clear financial trends in terms of meeting the government's efficiency agenda and in ensuring value for money.

The Council have already established open book (resource allocation) with our construction partners and therefore it would follow that CMS should operate in the same way.

CMS are an integral element of the Housing Landlord Service, and in terms of consistency it makes good business sense, to move to a budget base and remove the trading account.

This would remove a significant administrative burden and provide clearer analysis of the real cost of delivering the service.

It is our intention therefore to examine the possibility of removing the trading account over the next two years.

6. Tenancy Management

Tenancy Management is traditionally a very changeable area, and to meet the new challenges, a complete review of policies and procedures will be undertaken throughout the forthcoming year. This will include a radical review of how things are done so that the efficiencies of new technology and working practices may result in time saving that will allow estate staff more time on their estates. The role of the Tenants Advisory Panel is seen as crucial in this process so that tenants' views can be reflected in the new policies and procedures.

The team's critical issues for a sustainable Business Plan are minimizing rent loss through empty properties and maximizing income through rent collection and arrears recovery. Our performance during 2006/07 is set out in Section 7.

The current year (2007/08) has been a particularly challenging year with a lot of the stresses and strains of the restructuring coming to bear. As a result we had a high absence level and a larger than average turn over of staff.

By the year-end the staffing levels were back to normal with performance on key arrears not being adversely affected by this.

One outstanding issue from the restructure was that of the Caretaking team. The review was completed and reported to Executive in December 2007 and following a full scrutiny of the process the structure was implemented in February 2008. The outcome resulted in the Residency at the three Tower Blocks being removed as and when vacancies occur. A potential saving of around £20,000 will eventually be made.



The Mobile Caretaking Team is also back to full strength and during 2008/09

we look to improve the quality of service provided, and aim to review the service standard during the coming year.

Markham House opened in June 2007 seeing the North Tenancy Management Team share the building with the Council's Neighbourhood Management Team.



We look forward to a long and happy relationship developing here.

Our big challenge for 2008/09 is to rebuild relationships with the Tenant Advisory Panel. We aim to review the arrangements by which we engage tenants, through forums and surgeries etc. and establish improvements in communication and the opportunity for tenants to participate

We will assist the Maintenance & Investment team in the delivery of the Decent Homes programme, and provide a key role in the Roman Pavement project.

7. Performance Management and Procurement

7.1 Benchmarking & Sharing Good Practice

The Council strives to be a learning organisation and we are members of the Housemark Benchmarking Service (www.housemark.co.uk), which provides a range of services through a website, including:

- [benchmarking](#)
- [good practice](#)
- [forum](#)
- [performance improvement clubs](#)

The Council has been active in working with other stock retaining authorities to set up the Association of Retained Council Housing (ARCH). A specific performance improvement club has been established in a joint venture with 'Housemark' 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. Topical seminars are held regularly and networking opportunities are a crucial part of the membership. With membership in excess of 50 local authorities and RSL's there is opportunity for benchmarking and sharing good practice.

We are also members of the Repairs and Maintenance Excellence Network (RMENet) allowing:

- Benchmarking with others for all BVPI's on an annual basis
- Member Query facility to share experience
- Quarterly manual updates with useful information relating to Best Practice within the Repairs and Maintenance area

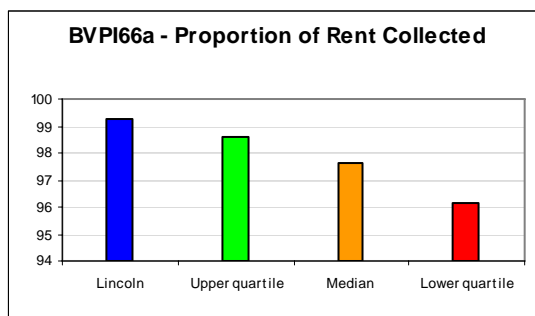
Although national PI's (BVPI's) are an excellent means of comparing performance against other authorities, local performance indicators can give a better reflection on local issues that are important to tenants. There are also concerns that national housing PI's have been subject to many changes over the years.

We have in this report used the last available National Benchmark figures for 2006-07 but have also given a commentary on Lincoln's performance for 2007-08.

A full list of our performance for the year 2006-07 compared to previous years is available in Appendix '10' and the outturn compared nationally can be found at Appendix '11'.

BV 66 – Rent Collected shown as a proportion of the total rent due

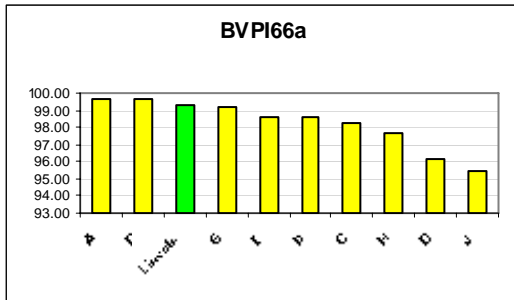
A sympathetic but firm approach is adopted in recovering rent arrears and staff undertake arrears targeting at certain times during the year. The rent collection rate for 2006-07 was 99.25%, which was again in the top 25% of Councils.



Performance in 2005-06 was 99.26% and 2004-05 98.9%. Performance during 2007-08 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).

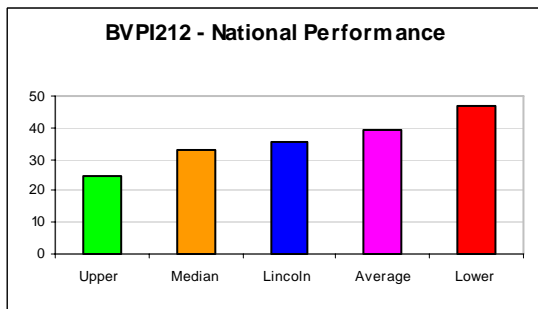
7.2 Performance



At the 1st April 2007 we had a total of 8013 properties and the turnover of the stock remained at less than 10% for the third year, at 9.58%

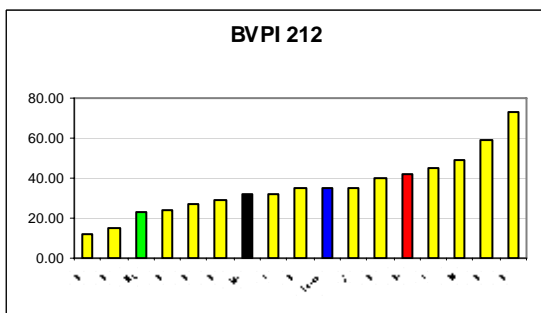
BV 212 - Average time taken to re-let LA dwellings

Performance for 2006/07 was 35.3 days putting us above average when compared with all other district authorities. (source Audit commission)



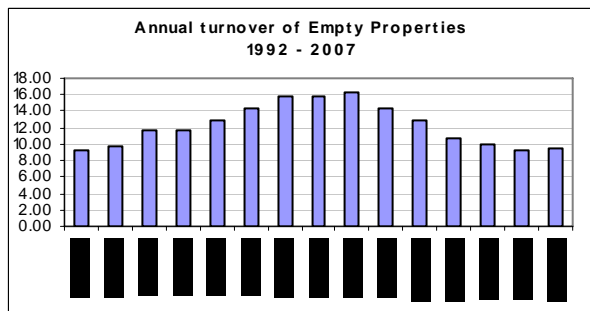
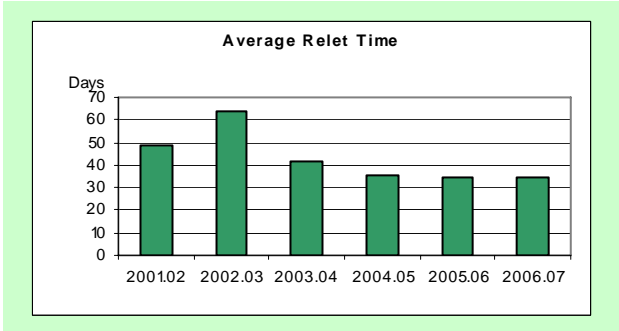
Performance in 2005/06 was 34.2 days and 2004/05 35.4 days.

Our performance against other housing organisations within the East Midlands 'Housemark' Benchmarking club is shown below.



Whilst performance stalled a little during 2006/07, which can be attributed to the restructuring within the directorate, the

projected outturn for 2007/08 is 33 days. Performance in recent years is illustrated below in the two graphs, the second showing the vacancy rate in the housing stock since 1992.



BV 74 - Satisfaction of Council Housing with the overall service provided by their landlord

The three yearly Tenant Satisfaction Survey took place during January 2007.

The last survey was conducted early in 2004 and the findings reported in the last Business Plan. The results for the appropriate BVPI's are as follows.

	2004	2007 Target	2007 Actual
BV74a	77	85	73
BV75a	67	75	58

(BVPI75a indicates tenants satisfaction with the opportunities for participation in management and decision-making).

Officers have analysed the detail of the survey and incorporated the areas needing attention in the Action Plan agreed by Performance Scrutiny Committee in October 2007.

BV 184

(a) The proportion of Local Authority homes, which were non-decent at 1st April 2006

(b) The percentage change in proportion of non-decent homes

26.1% of homes were non decent at 1st April 2006 which increased to 37% by 1st April 2007. The reasons have already been outlined in Section 1.2 of this document. The projection for 1st April 2008 is 25%

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.

HO1 Actual cost of repairs

This PI is a local indicator to measure the weekly cost of repairs per dwelling. The Performance for 2006-07 was £15.04.

HO3 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 81.6%% which was a drop on the previous year. The drop in performance can be put down to the restructure that took place during the year and a breakdown in procedures with private contractors. We do however maintain our target of 96% and anticipate improvements during and 2008/09 onwards.

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

	OSD (now CMS)	Other Contractors	All
Emergency Tickets (A tickets – 24 hours)	87%	89.5%	87.6%
Urgent Tickets (B tickets – 3 days)	65%	87%	72.2%
Urgent Tickets (C tickets – 7 days)	62.7%	52.8%	60.5%
Overall	80.1%	87.8%	81.6%

HO4 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 DLO team only. Our performance for 2006/07 was 11 days, against our service standard of 20 days.

We shall be refining our performance measure within the repair service still further during 2008/09 to reflect the continual changes within the City Maintenance Service (CMS).

Partnership performance

The decent Homes Programme started in July 2006 and a full year's activity has therefore yet to be reported. Despite this some great progress has been made in delivering this service.

Indicators were developed during the pilot scheme and performance against these will be reported in detail in the next Business Plan update (2009 –2014)

HRA Business Plan

Aaron Services

Performance in the percentage of services carried out throughout the year continued to rise within the target of 95%. The outturn for the first year (up to March 2007) of the partnership was 97%.

KPI	2006/07 Out-turn	Target 2008/09
Percentage of services completed within due date	97%	100%
Percentage of immediate/call out jobs completed within due date (repairs)	94.1%	95%
Appointments kept against appointments made (Installs, Repairs, Services)	95.9%	96%
Complaints officially in writing (Install, Re-let, Repair, Service)	0.06%	0.5%
Percentage of recalls (Install, Re-let, Repair, Service)	1.14%	3%

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.

A formal satisfaction feedback process was introduced in April 2007 with results of 97% satisfaction being anticipated by the end of the year.

Progress through 2007/08 is showing high levels of customer satisfaction with low level of complaints.

Kier

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

KPI	Target 2007/08	Projected Outturn
Percentage of customer surveys returned	55%	57%
Percentage Resident Satisfaction	90%	95%
Meeting the Planned Programme	90%	82%
% Call backs (quality)	<5%	0.6%
Cost Predictability	<5%	1%
Health & Safety	<5%	0% (<i>accident free</i>)

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 a year ago.

7.4 New Indicators

April 2008 sees the introduction of a new suite of National Indicators (NI's), which streamline the number of indicators being reported. However we intend to keep most of the current BVPI's as local indicators as they are vital part of demonstrating a viable business plan.

8. Arrangements for Tenant Consultation and Participation

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. For more than ten years, we have supported tenants associations and other community groups.

The Council believes that all tenants and leaseholders should have the opportunity and the right to influence decisions that directly affect their homes and living environment.

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.

8.1 Tenant Participation Strategy

In 1996 our first Tenant Participation Strategy was agreed with tenants. Since then it has been subject to a number of reviews and was replaced with a Tenant Empowerment Strategy in April 2004.

The Tenant Empowerment Strategy sets out agreed arrangements for tenant consultation and participation and is supported by a council-wide tenant compact.

The Government issued revised guidance for Tenant Participation Compacts and as part of its implementation the Tenant Empowerment Strategy was revised in March 2006.

8.2 Tenant participation Compact

Our council-wide Tenant Participation Compact has been in place since April 2000 and has been subject to a number of revisions. The latest compact is in leaflet form.

8.3 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 as follows:

- 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.



Members of TAP discussing the rent increase.

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 10 (Action Plan).

In section 10 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 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 up business plans also requires us to produce a separate model using the Government's own financial model.

9.3 Property Numbers

On 1st April 2007, we had 8,013 properties. Right to Buy sales in Lincoln have slowed dramatically over recent years. Compared to over 150 sales 4 years ago, sales in 2004/05 reduced to 137, 70 in 2005/06 and 53 during 2006/07.

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, it was confirmed that this convergence has now been extended by 5 years to 2017.

We have now assumed that our rents will converge to the formula set by the Government under its rent restructuring regime by 2016/17. In 2008/09, our 52-week average rent will be £52.86, and £71.81 by 2016/17. This represents an average rent increase each year of 3.9% 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

The recent changes (set out above), which were introduced as a result of the Government's policy of rent restructuring, led to a much-improved position for year 1 of the Business Plan compared to the previous years. Within the subsidy calculation, the Government gives Lincoln 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.

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 2012/13 shows a requirement of £54.3m. This level of programme represents a substantial annual increase on the 'pre Decent Homes' expenditure levels of around £6m.

HRA Business Plan

Capital Investment Requirement Summary

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Decent Homes Standard	11,972	12,586	9,538	3,751	4,923	3,541
Decent Homes Contingency	0	0	0	0	5,204	1,419
Mechanical & Electrical works	0	104	45	430	105	0
Extensive Repairs	0	0	0	0	159	0
Environmental Works	0	207	110	114	0	0
Health & Safety requirements	532	1,643	1,166	1,227	450	1,159
Current Developments	956	440	83	85	9	0
Contingent major repairs (including Aids & Adaptation major works)	36	373	386	398	182	0
Computer Fund	50	107	110	114	0	0
Mobile Working	250	0	0	0	0	0
Lincoln Standard*	0	0	0	0	2,006	2,100
Total Programme	13,796	15,460	11,438	6,119	13,038	8,219

* 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 £5.5m of resources for capital investment over the 5 years to 2012/13 (Line 39 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

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Total programme to be funded	13,796	15,460	11,438	6,119	13,038	8,219
Resources b/fwd	11,447	8,296	2,422	50	5,522	1,566
Major Repairs Allowance	4,713	4,863	4,931	4,937	4,862	4,813
Supported Capital Expenditure	1,020	1,020	1,020	1,020	1,020	1,020
In year Usable RTB receipts	767	784	802	821	840	859
Land and other receipts	2	756	3	2	2	2
Grants and contributions	0	0	0	0	0	0
Direct Revenue Financing	4,143	2,163	2,310	4,811	2,358	2,333
Total available funding	22,092	17,882	11,488	11,641	14,604	10,593
Resources c/fwd	8,296	2,422	50	5,522	1,566	2,374

HRA Business Plan

Projected Housing Revenue Account Summary

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Rents, dwelling & non-dwelling	21,262	22,556	23,300	24,037	24,863	25,579
Other income & contributions	466	490	504	519	534	550
Total income	21,728	23,046	23,804	24,556	25,397	26,129
Management and other costs	9,506	7,490	7,372	6,685	8,558	8,944
Negative Housing Subsidy payable	75	556	934	1,290	1,599	1,892
Day to day repairs	5,763	6,283	6,402	6,517	6,636	6,757
Major Repairs Allowance	4,713	4,863	4,931	4,937	4,862	4,813
Debt charges	1,492	1,430	1,310	1,242	1,221	1,356
Direct Revenue financing	4,143	2,163	2,310	4,811	2,358	2,333
Total expenditure	25,692	22,785	23,259	25,482	25,234	26,095
(Surplus)/Deficit in year	3,964	261	545	926	163	34
Balance b/f at 1 April	5,242	1,278	1,539	2,084	1,158	1,321
Balance c/f at 31 March	1,278	1,539	2,084	1,158	1,321	1,355

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 12 & 13 illustrate.

9.11 Value for Money

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 and reduced repair costs.

HRA Business Plan

	Initiative	Quality Crosscheck	Project Start Date	Cumulative Gains for 2007/8	
				Total Gains	...of which cashable
Gershon Savings	Improved Rates of Rent Collection	BVPI 066a	Pre Year	£68,967	£68,967
	% of Rent lost through dwellings becoming vacant	Ho2	Pre Year	£79,417	£79,417
	Actual weekly cost of Housing Repairs	Ho1	Pre Year	£40,716	£40,716
Gershon Total:				£189,100	£189,100

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
- improved performance in rent arrears and empty property management.

10. An Updated Action Plan for Delivering Our Priorities

10.1 Monitoring the Action Plan

The Action Plan has been updated to reflect the current position and introduces some new actions for the year 2008/09. 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. At the end of the second year a total of 24 actions had been completed leaving 13 outstanding, and eight new actions are included for the 2008-2013 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 2008 we will be asking 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 Performance Scrutiny and Development Review Scrutiny Committees 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.

Housing Revenue Account

10.2 An Updated Action Plan for Delivering Our Priorities

Area: General Management

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

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

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

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

Ref	Objective	Target	Lead Officer	Progress	Current Status
2	Disposal of identified land/assets: 1. Liaise with Property Team to agree programme 2. Evaluate garage sites for disposal	Target revised to April 2010	HoH	The £6.025m has been re-profiled over the next three years (see page 22 of the Business Plan update 2007-2012). £5.29m realised in the first year of the Business Plan. £750k will be realised through sales early in 2008-09.	IP
3	Report progress on Business Plan to: 1. TAP/SIP 2. Executive	On-going	HoH	1. Progress report presented to TAP on 28/9/06 & 4/8/07 2. Executive on 16/7/07 and previously reported to Housing O&S on 24/4/06 and Performance & Corporate Management O&S on 22/12/05 Progress also reported to Policy Review Scrutiny Committee 29/11/06 & 20/02/07	IP
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 updated position of HRA Business Plan is known. Deferred pending outcome of Caretaking review to reflect accurate costs.	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.	IP
30	Fully utilise the revised Complaints System to identify & address performance issues	Apr 2008	HoH / HoMI / HSSM	Work commenced. New post created within structure. Procedures agreed and monitoring in place. Process audited November 07 and revised guidance circulated January 08	IP
31	Carry out a post implementation review of new technology	April 2008	HSSM	New target. Introduced into Landlord Services Team Workplan for quarterly monitoring. Stage 1 review by October 2007, Stage 2 April 2008	IP
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		New
39	Develop an Asset Management Strategy	April 2008	HoH/ HoMI		New
40	Undertake research to consider introduction of Incentive Schemes for under-occupation, end of tenancy etc.	Dec 2008	HM		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 2008	HoMI	Stock condition data now gathered. Working group established to finalise information input and analysis Sheltered Schemes Group met with Action Plan to complete end of February 08. Miscellaneous Properties being considered individually when vacated. Tower Estate initial option appraisal complete – report findings reported to Executive 28 th Jan 08	IP
42	Undertake a 10% annual stock condition survey.	IM	April 2013		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: 1. Centralisation of stores at Stamp End	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
	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 commences April 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	Commenced July 07 and being rolled out with mobile working technology.	IP
35	Implement Mobile Working technology, guidelines and working process.	April 2008	OSM	Technology in place and being piloted by electricians. Guidelines being developed throughout pilot. Roll out completed by April 2008	IP
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.	IP
43	Undertake a review of the fleet	April 2013	MM		New
44	Review the operation of the CMS Trading Account	April 2010	HoMI		New
45	Review the need for Schedule of Rate items	April 2009	HoMI		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 2008	TLO	Under review following development of Action Plan. See Action point 33 below.	IP
33	Develop action plan to respond to issues in the Tenant Satisfaction Survey and improve ratings.	Jul 2007	HSSM	Developed and reported to Performance Scrutiny Committee 11/10/07.	Completed
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	HM		New

Legend

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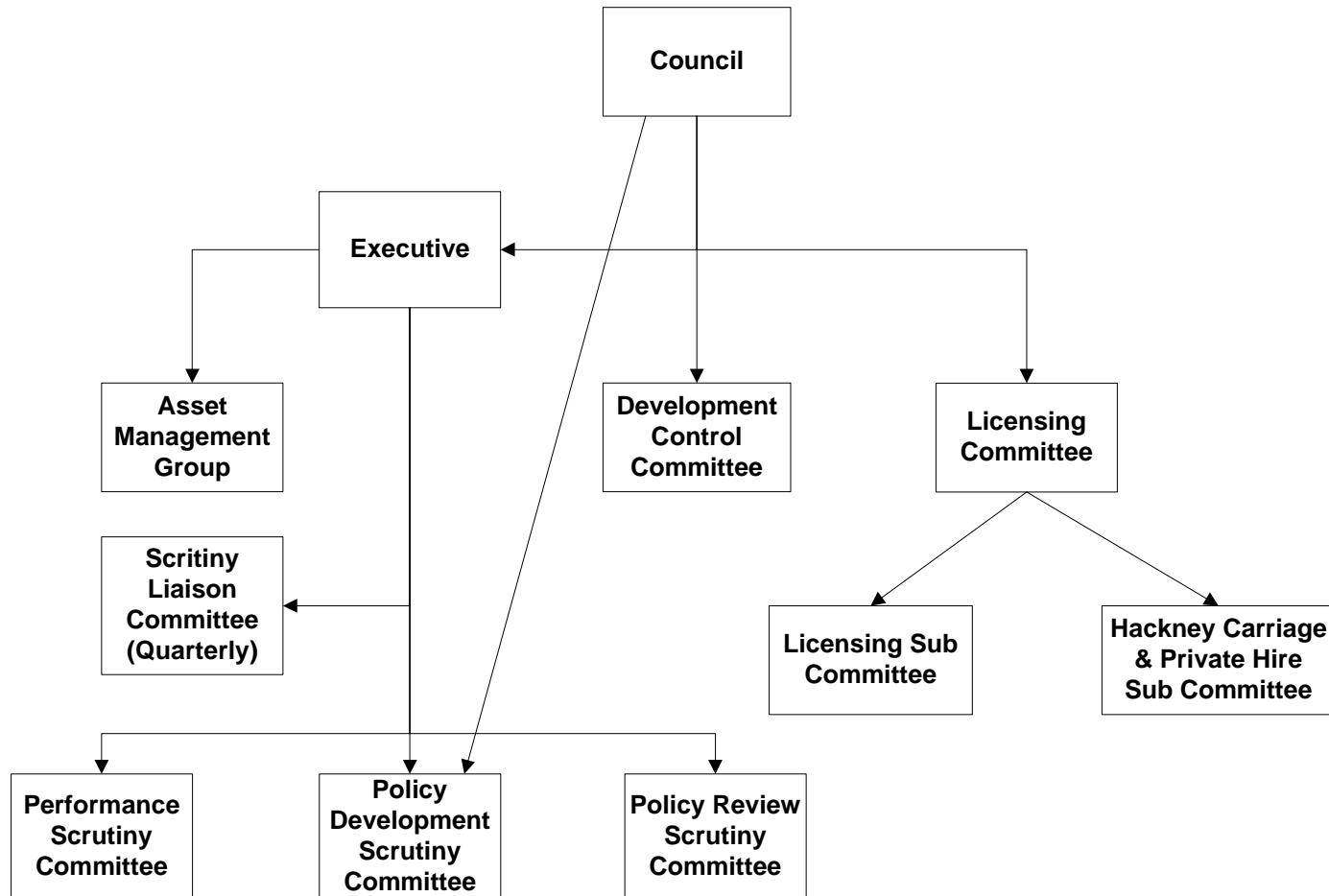
Our Strategic Plan Priorities

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.

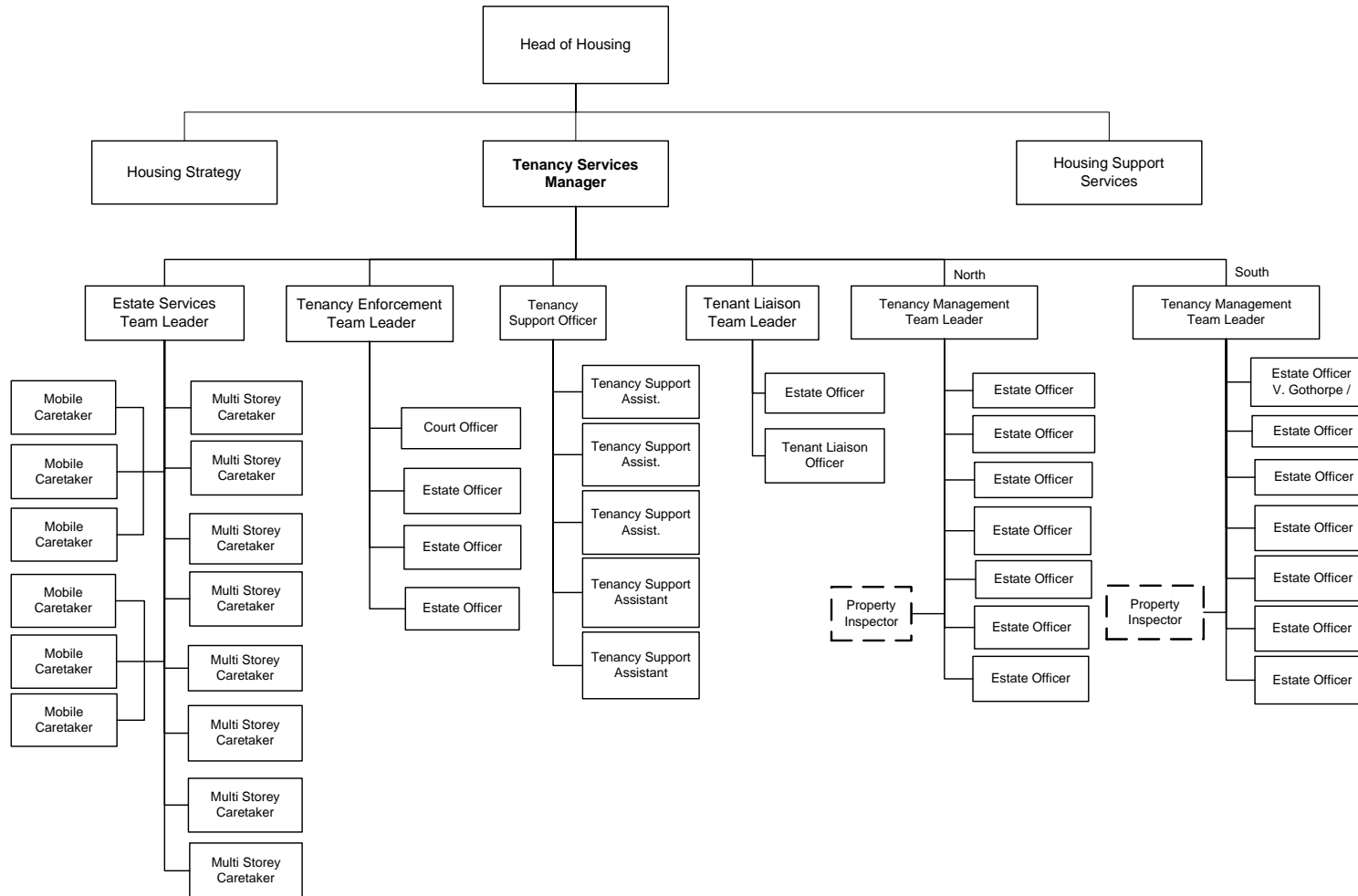
Our Strategic Priorities are:

<p style="text-align: center;">Sustainable Growth</p>	<p style="text-align: center;">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 style="text-align: center;">Improved Quality of Life</p>	<p style="text-align: center;">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.

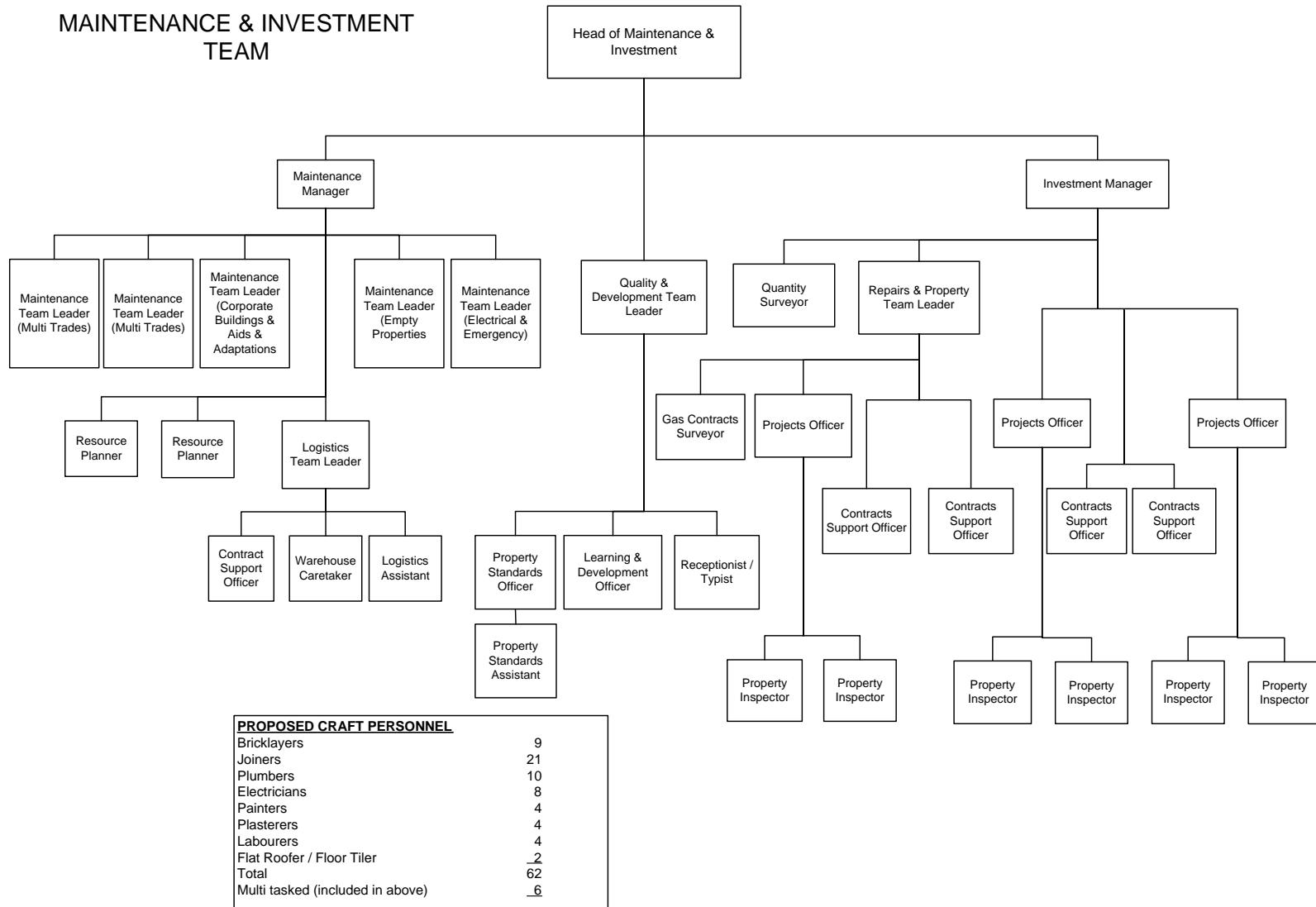
Committee Structure



TENANCY SERVICES

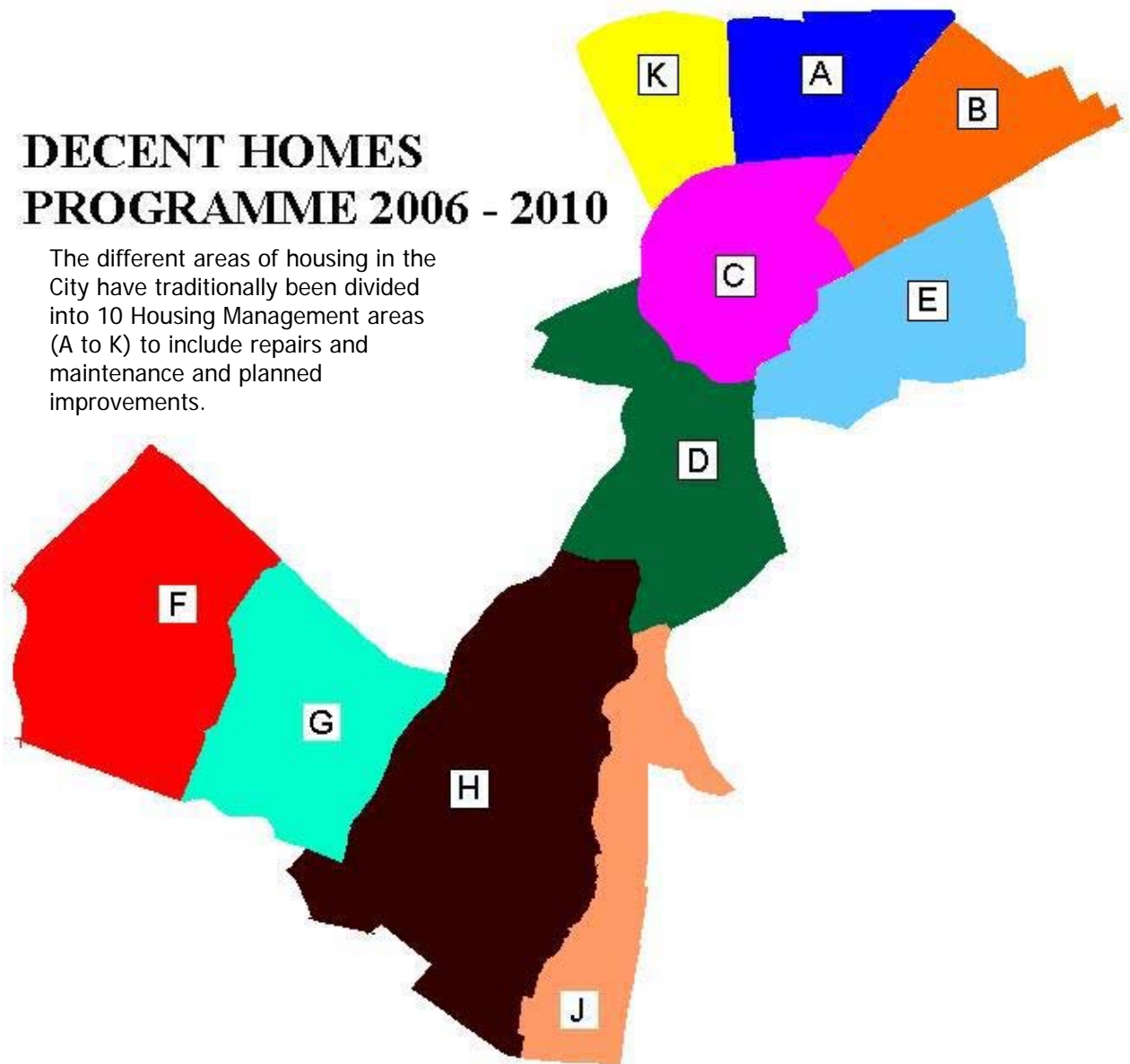


HRA Business Plan



DECENT HOMES PROGRAMME 2006 - 2010

The different areas of housing in the City have traditionally been divided into 10 Housing Management areas (A to K) to include repairs and maintenance and planned improvements.



A	2009 - 2010	ERMINE EAST
B	2009 - 2010	ST GILES
C	2008 - 2009	NEWPORT
D	2008 - 2009	CITY CENTRE
E	2009 - 2010	STAMP END & TOWER
F	2007 - 2008	BIRCHWOOD
G	2006 - 2007	HARTSHOLME
H	2007 - 2008	BOULTHAM
J	2008 - 2009	MANSE
K	2008 - 2009	ERMINE WEST

HOUSING INVESTMENT PROGRAMME EXPENDITURE 2004/05 to 2006/07

Project Name	Contract No.	2004/05 £	2005/06 £	2006/07 £
<u>Cyclical</u>				
Lift Maintenance - DDA Works	1386	161,763	0	0
Lift Renewals - St Boltolphs, De Wint, Derek Miller	1424	52,148	105,008	0
Derek Miller Lighting		27,693	0	0
		241,604	105,008	0
<u>Decent Homes</u>				
Bathrooms	1404	105,488	2,667	0
Bathroom Improvements	1440	0	199,523	64,203
Bathrooms & WC's 2006/07 to 2010/11		n/a	n/a	67,150
Fire Alarm Systems Sheltered Housing	1407	77,682	12,005	0
Central Heating - Installations/Upgrades	1408	430,233	338,332	7,842
Central Heating/Boiler Replacement		n/a	n/a	996,841
Insulation and Affordable Warmth - Phase 1	1423	n/a	19,306	0
Insulation and Affordable Warmth - Phase 2		n/a	20,553	0
Kitchen Improvements	1365	14,515	0	0
Kitchen Improvements Contract No. 1 (CMS)	1365	963,247	1,293,188	24,573
Kitchen Improvements 2006/07 to 2010/11		n/a	n/a	522,350
Decent Homes Modernisations		n/a	n/a	132,012
Rewiring	1384	5,366	0	0
Rewiring 1389 (GRS)	1389	322,070	0	0
Rewiring Gaunt Street Flats (CMS)	1406	96,420	69,215	491
Rewiring- Contract 1	1435	n/a	148,466	17,485
Rewiring- Contract 2		n/a	214,991	0
Rewiring 2006/07 to 2010/11		n/a	n/a	315,066
Flat Roofing to Pitched . Ermine East	1366	488,113	14,727	0
Re-roofing - Boultham Moor	1371	2,142	0	0
Re-roofing - St Giles	1376	3,420	0	0
Re-roofing - De Wint Place	1388	692	0	0
Re-roofing - Westwick Drive/Gardens PH1	1398	278,694	7,145	0
Re-roofing - Westwick Drive/Gardens Ph2	1412	70,907	66,016	0
Roofing to flats etc	1425	n/a	20,985	0
Roofing Newport Area	1437	n/a	42,289	1,067
Roofing St Botolphs Crescent	1438	n/a	162,911	20,830
Re-roofing/Chimneys 2006/07 to 2010/11		n/a	n/a	1,200
Window Replacements Hartsholme (Retention)	1342	10,378	0	0
Window Replacements Ermine West (Ph 2)	1358	11,852	0	0
Window Replacements Ermine West & East	1378	720,905	606,009	13,830
Window Replacements 2006/07 to 2010/11		n/a	n/a	721,790
External Doors - Ermine	1405	210,697	359,020	48,598
Structural Repairs - Roman Pavement	1420	18,520	15,285	0
Cladding - Mons Road (Includes windows)	1387	184,758	97,959	100
Energy Efficiency Works/Affordable Warmth		27,148	0	0
Ermine Balconies		n/a	68,000	1,718
Decent Homes- Voids		n/a	261,567	0
Major Repairs/Works - Structural Works		n/a	n/a	45,629
Lintel Failures 2006/07 to 2010/11		n/a	n/a	10,000
Wall Tie Failure 2006/07 to 2010/11		n/a	n/a	10,000
Door Replacement 2006/07 to 2010/11		n/a	n/a	34,626
Decent Homes- Decoration Allowances		n/a	n/a	841
Decent Homes- Prelim Set Up Costs		n/a	n/a	851,958
		4,043,247	4,040,159	3,910,200
<u>Catch Up</u>				
Boiler Replacements - Ermine West	1366	80,600	0	0
Boiler Emergencies - Contract No. 1	1368	109,165	1,055,102	164,444
Boiler Emergencies - Contract No. 2	1369	n/a	193,570	23,246
Boiler Replacements	1409/10	379,840	15,452	0

HRA Business Plan

M&E Sheltered Housing - Derek Miller		n/a	n/a	4,386
		569,605	1,264,124	192,076
<u>Modifications</u>				
Coleridge Green	1390	148,653	0	0
		148,653	0	0
<u>Environmental Improvements</u>				
Environmental Works	1381/2	50,963	0	0
Fencing & Footpaths	1421/2	180,690	9,510	0
		231,653	9,510	0
<u>Health & Safety</u>				
Security Doors	1374	16,407	0	0
Security Works		12,445	0	0
Asbestos Removal		37,809	35,303	0
Asbestos Removal 2006/07 to 2010/11		n/a	n/a	11,541
Asbestos Surveys	1385	67,354	0	0
Toll Bar House - Security Works	1413	21,947	1,239	0
Balustrades to Flat Blocks		n/a	27,344	0
Shuttleworth House Roof Walkway		n/a	1,845	0
Security Grilles Tower Block		n/a	12,804	0
Sincil Bank Collapse		n/a	9,436	0
Lambeth House Car Park		n/a	5,840	496
Safety Bollards to Shuttleworth House		n/a	n/a	4,477
Door Entries - 3 locations		n/a	n/a	17,861
Replacement Door Entry Systems		n/a	n/a	3,046
Replacement Water Tanks - Jarvis House		n/a	n/a	5,945
		155,962	93,811	43,366
<u>Other</u>				
St. Giles DDA Alterations	1396	380	0	0
DDA Building Works	1416	62,875	66,041	0
12 Lamb Gardens	1392	23,100	15,888	0
8 Bassingham Crescent	1393	13,000	16,173	0
20 Scawby Crescent	1394	27,228	0	0
25 Swift Gardens		13,110	18,851	0
5 Legbourne Close	1433	n/a	69,434	9,731
1 Andersons Lane		n/a	n/a	2,625
100 Queen Elizabeth Road		n/a	n/a	52,695
Aids & Adaptations - Major Works - 3pa		n/a	n/a	25,584
Hamilton House		n/a	n/a	1,182,910
Accommodation Work for Wheelie Bins		n/a	n/a	72,511
Markham House		n/a	n/a	31,950
Estate Based Budgets		142,497	1,639	0
EBB- Door Entry Scheme		0	55,791	2,089
Communal TV Aerials	1401	146,498	5,476	0
Groundwork Partnering		74,147	246,778	25,897
Modernisations	1330	351,151	279,284	65,212
Capitalised Repairs (VO2's)		566,424	0	0
Skellingthorpe Plantation		n/a	n/a	10,335
Western Growth Corridor		n/a	n/a	98,404
Partnership Consultancy Fees		n/a	n/a	121,000
		1,420,410	775,355	1,700,943
		6,811,134	6,287,967	5,846,585
<u>Other Schemes</u>				
St Giles Play Area Fencing		9,271	0	0
DIPS's		60,750	14,190	0
Performance Management		30,000	0	0
Contribution to IT Fund		69,609	40,256	76,077
		169,630	54,446	76,077
GRAND TOTALS		6,980,764	6,342,413	5,922,662

HOUSING INVESTMENT PROGRAMME 2008/09 TO 2012/13

Please Note – All figures include inflation, profit & overheads

Ref	2008/09	2009/10	2010/11	2011/12	2012/13	
	£	£	£	£	£	
CAPITAL WORKS						
<u>Core Partnership Programme</u>						
<u>(Decent Homes)</u>						
1	Bathrooms & WC's	899,140	884,118	225,321	706,810	507,000
2	DH Central Heating Upgrades	1,763,500	2,300,000	799,000	405,000	1,067,643
3	Responsive Capitalised Heating Replacements	255,500	255,000	255,000	255,000	374,302
4	Thermal Comfort Works	44,110	132,331	10,730	226,040	100,000
5	Kitchen Improvements	2,261,799	2,690,983	712,446	1,883,480	681,240
6	Decent Homes Modernisations	116,513	120,356	124,266	62,020	80,000
7	Rewiring	2,290,469	1,833,738	477,180	930,000	473,632
8	Chimneys	24,600	70,800	14,400	210,360	84,000
9	Re-roofing	189,537	66,176	1,193	0	150,000
10	Structural Repairs - Roman Pavement	3,106,290	0	0	0	0
11	Wall Structure Repairs	7,290	7,530	7,780	4,240	30,000
12	Door Replacement	26,824	76,895	23,844	219,580	73,278
13	Decent Homes Decoration Allowance	20,000	20,000	20,000	20,000	20,000
14	Decent Homes Prelim Kier	1,080,000	1,080,000	1,080,000	0	1,000,000
15		12,085,572	9,537,927	3,751,160	4,922,530	4,641,095
16	<u>Decent Homes/Lincoln Standard Contingency</u>	0	0	0	5,204,425	0
<u>Statutory Health & Safety Requirements</u>						
17	Asbestos Removal	244,410	304,130	314,010	102,230	100,000
18	Communal Lighting H&S Improvements	42,000	22,050	22,760	8,670	100,000
19	Renew paths and pavings	406,340	311,370	321,480	122,470	308,000
20	Security Works	102,850	55,120	56,910	21,680	250,000
21	Provide fire stopping to party walls	64,720	33,970	35,070	13,360	20,905
22	Renew bulkhead external lighting	15,670	5,510	5,690	2,170	25,000
23	Renew emergency lighting	110,580	38,910	40,170	15,300	95,000
24	Replacement Door Entry Systems	164,030	66,140	68,290	26,020	125,000
25	Renew lift	57,360	20,180	20,840	7,940	85,000
26	Renew stair structure	151,900	88,180	113,810	43,360	50,000
27	Plastering (HHSRS)	190,020	220,460	227,630	86,720	100,000
28	Spring Hill and Other Housing DDA Requirements	35,000	0	0	0	0
29	Legionnaires Improvements to Sheltered Housing	30,000	0	0	0	0
30	Replacement Water Tanks - Tower Blocks	28,000	0	0	0	0
31		1,642,880	1,166,020	1,226,660	449,920	1,258,905
<u>The Lincoln Standard</u>						
32	Lincoln Standard schemes	0	0	0	2,005,700	2,100,000
33	Windows Replacement	500,000	0	0	0	0
34		500,000	0	0	2,005,700	2,100,000
CAPITAL CONTINGENCY WORKS						
<u>Estate Works</u>						
35	Garage Maintenance	58,690	60,630	62,600	46,610	45,000
36	Drainage Works	37,350	38,580	39,830	29,660	27,500
37	Footpath works	21,340	22,050	22,760	16,950	17,000
38		117,380	121,260	125,190	93,220	89,500

HRA Business Plan

Ref	2008/09	2009/10	2010/11	2011/12	2012/13	
	£	£	£	£	£	
<u>Contingent Major Repairs/Works</u>						
39	Structural Works	53,350	55,120	56,910	18,520	12,500
40	Lintel & Sill Failures	21,340	22,050	22,760	7,410	6,500
41	Wall Tie Failure	21,340	22,050	22,760	7,410	6,500
42	Major Aids & Adaptations Works, 3 pa	160,060	165,350	170,720	55,580	50,000
43		256,090	264,570	273,150	88,920	75,500
<u>Environmental Improvements</u>						
44	RESPECT Agenda & Local Area Agreements	206,710	110,230	113,810	0	0
45		206,710	110,230	113,810	0	0
<u>Exceptional Extensive Repair</u>						
46	Multi Storey Flats	0	0	0	158,910	4,2000
47		0	0	0	158,910	4,200
<u>Mechanical & Electrical Works</u>						
48	Derek Miller Court	10,914	2,760	62,030	15,190	2,760
49	Jarvis House	35,170	21,160	126,100	30,860	21,160
50	Risby Green	10,540	660	3,190	780	660
51	Shuttleworth House	9,050	7,050	3,980	970	7,050
52	St. Botolphs Court	6,280	220	118,370	28,980	220
53	Trent View	32,280	13,450	116,770	28,580	13,450
54		104,234	45,300	430,440	105,360	45,300
<u>Current Developments</u>						
55	Provision for Transfer of Land from HRA	26,680	27,560	28,450	9,260	5,000
56	Partnership Consultancy Fees	53,350	55,120	56,910	0	0
57	Energy Efficiency Works (Externally funded)	159,856	0	0	0	0
58	Emergency Alarm Works	200,000	0	0	0	0
59		439,886	82,680	85,360	9,260	5,000
<u>Computer Fund</u>						
60	Housing Support Services Computer Fund	106,710	110,230	113,810	0	0
61		106,710	110,230	113,810	0	0
62	Total Programmed Maintenance	15,459,462	11,438,217	6,119,580	13,038,245	8,219,500

HRA Business Plan

Ref	2008/09	2009/10	2010/11	2011/12	2012/13
	£	£	£	£	£
RESOURCES:					
64 Supported Capital Borrowing	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000
65 Unsupported Capital Borrowing	0	0	0	0	0
66 Major Repairs Allowance	4,863,054	4,931,362	4,936,554	4,862,192	4,813,503
Capital Grants & Contributions:					
67 Specified Grants	0	0	0	0	0
68 Other Grants and contributions	0	0	0	0	0
69 Contributions (Mortgage Repayments)	2,500	2,500	2,500	2,500	2,500
70	2,500	2,500	2,500	2,500	2,500
71 Direct Revenue Financing (DRF)	2,163,000	2,310,000	4,811,000	2,358,110	2,332,842
In-year HRA Capital Receipts:					
72 RTB's (25%)	784,210	802,250	820,700	839,580	858,890
73 Land, others	753,510	0	0	0	0
74	1,575,040	802,250	820,700	839,580	858,890
75 Total in-year Resources	9,586,297	9,107,007	11,732,939	9,407,476	9,512,162
76 add Net Resources b/fwd	8,295,633	2,422,445	50,340	5,521,514	1,565,651
77	17,881,930	11,529,475	11,824,197	15,112,093	11,586,010
78 less Total Programme (line 62)	15,459,462	11,438,217	6,119,580	13,038,245	8,219,500
79 Resources c/f	2,422,445	50,340	5,521,514	1,565,651	2,373,886

<u>HRA REPAIRS EXPENDITURE</u>		2004/05	2005/06	2006/07
<u>2004/05, 2005/06 2006/07</u>		Actual	Actual	Actual
<u>Tenant Notified</u>	<u>Zone</u>			
Ermine East	A	473,613	446,252	308,593
St Giles	B	786,332	814,761	698,971
Burton/Newport	C	112,330	131,994	88,467
Carholme/City	D	331,029	330,718	306,487
Monks Rd	E	362,736	409,454	356,753
Birchwood	F	571,966	590,829	397,941
Hartsholme	G	206,662	161,525	142,427
Boultham	H	636,802	654,366	489,132
Manse	J	248,831	230,523	175,483
Ermine West	K	392,497	435,761	327,224
Control Centre Recharge		0	0	8,950
Estate Shops		12,035	9,683	3,339
		4,134,833	4,215,866	3,303,767
<u>Voids</u>				
Ermine East	A	155,129	166,114	97,560
St Giles	B	300,891	274,388	317,882
Burton/Newport	C	14,107	37,192	42,625
Carholme/City	D	113,996	168,162	120,291
Monks Rd	E	103,030	163,406	193,249
Birchwood	F	223,280	183,711	181,339
Hartsholme	G	75,192	80,280	72,922
Boultham	H	263,376	259,450	196,828
Manse	J	102,234	65,177	35,004
Ermine West	K	199,930	211,369	134,424
		1,551,165	1,609,249	1,392,124
		5,685,998	5,825,115	4,695,891
<u>Servicing Contracts</u>				
Lifts		23,375	15,732	12,975
Communal Aerials		0	0	3,753
Gas Servicing		844,908	264,844	1,079,616
Emergency Gas Repairs		2,820	1,825	35
Gas Maintenance		0	0	3,782
Intruder Alarms		0	0	20,307
Door Entry System		0	9,356	11,792
Fire Alarms		0	0	8,967
Electrical Testing, incl maintenance		44,000	77,348	121,118
		915,103	369,105	1,262,345
<u>Painting Programme</u>		271,445	247,128	11,153
<u>Asbestos removal</u>		0	0	28,862
<u>Aids & Adaptations</u>		194,888	201,055	199,094
<u>Decoration Grants</u>		53,090	36,603	54,103
<u>Tenants Compensation</u>				
Disturbance Allowance		839	283	252
Tenants Decant Exp		3,138	675	2,225
Tenants Compensation.		0	11,926	33,747
		3,977	12,884	36,224
<u>Other</u>				
Mtce Generators		782	0	396
Postages		4,536	1,000	345
Misc Purchases		885	943	1,217
		6,203	1,943	1,958
GRAND TOTALS		7,130,704	6,693,833	6,289,630

HOUSING REVENUE OPERATING ACCOUNT	2006/07			2007/08
	Estimate £	Probable £	Actual £	Estimate £
INCOME				
Gross Rental Income:				
1 - Dwellings rents	(19,621,850)	(19,713,460)	(20,015,873)	(20,646,420)
2 - Non-Dwelling rents	(480,680)	(499,050)	(441,926)	(519,530)
3 Charges for Services & Facilities	(477,620)	(438,780)	(445,398)	(475,450)
4 HRA Subsidy Grant (incl MRA)	(1,196,450)	(635,020)	(662,099)	n/a
5	(21,776,600)	(21,286,310)	(21,565,296)	(21,641,400)
EXPENDITURE				
6 Repairs & Maintenance	5,975,000	6,522,150	6,289,630	5,459,000
Supervision & Management:				
7 - General	4,411,600	4,831,550	4,791,076	4,573,580
8 - Special	1,161,320	1,132,300	1,172,141	1,160,620
9 Vacancy Savings	(38,910)	-	-	(100,130)
10 Rents, Rates and Other Premises	14,210	56,290	36,915	72,350
11 Negative HRA Subsidy Payable	n/a	n/a	n/a	48,580
12 Increase in Bad Debt Provisions	460,000	230,000	103,961	235,000
Housing Benefits:				
13 - Subsidy Limitation Transfer	399,310	408,070	390,656	303,340
Cost of Capital:				
14 - Interest	8,558,000	-	-	-
15 - Depreciation Council Dwellings	4,759,330	6,730,250	6,731,015	6,730,250
16 - Depreciation Other Assets	63,400	122,820	122,816	122,820
17 Debt Management Expenses	45,100	56,710	63,956	60,280
18	25,808,360	20,090,140	19,702,166	18,665,690
19 NET COSTS OF SERVICE	4,031,760	(1,196,170)	(1,863,130)	(2,975,710)
OPERATING EXPENDITURE				
20 Capital Charges Interest	(8,558,000)	-	-	-
21 Loan Charges Interest	1,325,020	1,272,330	1,273,154	1,347,330
22 Pension Interest Cost & expected return	-	-	-	-
23 (Surplus)/Deficit from CMS	-	-	-	-
24 Premiums Payable	663,450	663,820	663,818	662,550
25 Discounts Receivable	(70,620)	(71,360)	(71,364)	(71,280)
26 Interest on Investments	(177,770)	(344,030)	(344,695)	(341,730)
27 Mortgage Interest	(4,000)	(3,840)	(3,658)	(3,500)
28 NET OPERATING (INCOME)/EXPENDITURE	(2,790,160)	320,750	(345,875)	(1,382,340)
Appropriations to/(from):				
29 - CMS Pension/Insurance Repatriation	-	-	(440,452)	-
30 - Pension Reserve	-	-	(59,996)	-
31 - Insurance Reserve	-	(243,845)	132,463	(133,340)
32 - Major Repairs Reserve	(110,330)	(2,220,680)	(2,341,068)	(2,143,340)
33 - Invest to Save	-	(205,040)	(147,815)	-
34 - PI Survey	11,460	11,460	(2,050)	11,720
35 - Stock Condition Survey	11,460	11,460	11,460	11,720
36 - Office Moves, HRA	-	-	-	(66,180)
37 - Stock Retention	-	-	(15,125)	-
38 - Repairs Account	-	(338,955)	(191,314)	-
39 - Direct Revenue Financing	1,875,000	1,875,000	2,226,604	2,018,000
40 (SURPLUS) / DEFICIT in year	(1,002,570)	(789,850)	(1,173,168)	(1,683,760)

**HOUSING REVENUE ACCOUNT BUDGET SUMMARY FORECAST
2007/08 - 2012/13**

	2007/08 Probable £	2008/09 Estimate £	2009/10 Estimate £	2010/11 Estimate £	2011/12 Estimate £	2012/13 Estimate £
INCOME						
Gross Rental Income:						
1 - Dwellings rents	(20,773,170)	(22,046,500)	(22,772,160)	(23,489,880)	(24,295,790)	(24,992,860)
2 - Non-Dwelling rents	(489,510)	(509,920)	(528,250)	(546,820)	(567,030)	(585,970)
3 Charges for Services & Facilities	(406,390)	(418,230)	(430,430)	(443,000)	(455,930)	(469,250)
4 Contributions towards Expenditure	(59,370)	(71,450)	(73,590)	(75,800)	(78,080)	(80,430)
5	(21,728,440)	(23,046,100)	(23,804,430)	(24,555,500)	(25,396,830)	(26,128,510)
EXPENDITURE						
6 Contribution to Repairs Account	5,762,850	6,282,660	6,401,500	6,517,400	6,635,680	6,756,730
Supervision & Management:						
7 - General	4,768,630	4,491,450	4,510,150	4,546,870	4,651,770	4,756,710
8 - Special	1,204,990	1,271,980	1,305,220	1,334,600	1,364,990	1,396,430
9 2.5% Vacancy Savings	-	(102,540)	(105,200)	(107,730)	(110,320)	(113,080)
10 Rents, Rates and Other Premises	13,520	14,150	14,490	14,830	15,210	15,570
11 Inflation Contingency	-	20,000	30,000	30,000	30,000	30,000
12 Negative HRA Subsidy Payable	75,210	555,660	933,630	1,289,590	1,598,620	1,892,170
13 Increase in Bad Debt Provision	235,000	235,000	235,000	235,000	235,000	235,000
Housing Benefits:						
14 - Subsidy Limitation Transfer	356,170	384,570	343,010	299,710	252,450	206,170
Cost of Capital:						
15 - Depreciation Council Dwellings	6,571,030	6,599,740	6,599,740	6,599,740	6,599,740	6,599,740
16 - Depreciation Other Assets	143,520	143,520	143,520	143,520	143,520	143,520
17 - Impairments	6,481,310	-	-	-	-	-
18 Debt Management Expenses	93,900	96,390	90,360	88,350	90,380	93,530
19	25,706,130	19,992,580	20,501,420	20,991,880	21,507,040	22,012,490
20 NET COSTS OF SERVICE	3,977,690	(3,053,520)	(3,303,010)	(3,563,620)	(3,889,790)	(4,116,020)
21 Loan Charges Interest	1,341,400	1,396,800	1,446,480	1,496,360	1,549,810	1,596,730
22 Pension Interest Cost & expected return on Pension Asset	-	-	-	-	-	-
23 (Surplus)/Deficit from CMS	-	-	-	-	-	-
24 Premiums Payable	662,550	492,470	369,090	282,310	226,760	225,380
25 Discounts Receivable	(71,280)	(70,260)	(57,670)	(51,410)	(22,190)	(8,950)
26 Interest on Investments	(531,820)	(482,920)	(535,850)	(571,520)	(621,710)	(549,220)
27 Mortgage Interest	(2,840)	(2,520)	(2,270)	(2,040)	(1,800)	(1,560)
28 NET OPERATING (INCOME)/EXPENDITURE	5,375,700	(1,719,950)	(2,083,230)	(2,409,920)	(2,758,920)	(2,853,640)
Appropriations to/(from):						
29 - Direct Revenue Financing	4,143,000	2,163,000	2,310,000	4,811,000	2,358,110	2,332,840
30 - CMS Pension/Insurance Repatrtn	-	-	-	-	-	-
31 - Pension Reserve	-	-	-	-	-	-
32 - Insurance Reserve	181,870	219,430	265,440	306,200	342,110	342,110
33 - Major Repairs Reserve	(2,001,410)	(1,880,200)	(1,811,890)	(1,806,700)	(1,881,060)	(1,881,060)
34 - Invest to Save	(131,270)	-	-	-	-	-
35 - PI Survey	11,720	11,990	12,270	12,550	12,840	13,130
36 - Stock Condition Survey	11,720	11,990	12,270	12,550	12,840	13,130
37 - Stock Retention Strategy	(17,500)	-	-	-	-	-
38 - Repairs Account	(251,840)	(66,920)	250	100	320	(370)
39 - Direct Revenue Financing Reserve	3,123,400	1,000,000	750,000	-	1,750,000	2,000,000
40 Capital Account Adjustment	(6,481,310)	-	-	-	-	-
41 (SURPLUS)/DEFICIT in year	3,964,080	(260,660)	(544,890)	925,780	(163,760)	(33,860)
42 Balance b/f at 1 April	(5,241,977)	(1,277,897)	(1,538,557)	(2,083,447)	(1,157,667)	(1,321,427)
43 Balance c/f at 31 March	(1,277,897)	(1,538,557)	(2,083,447)	(1,157,667)	(1,321,427)	(1,355,287)

Indicator	2002/03	2003/04	2004/05	2005/06	2006/07		2007/08	2008/09	2009/10
Best Value PI	Actual	Actual	Actual	Actual	Target	Actual	Target	Target	Target
BVPI63 – Energy Efficiency – Average SAP rating	67%	67%	68%	68%	68%	71%	72%	72%	72%
BVPI 66a Rent Collection & Arrears - Proportion Of Rent payable during period collected	98.7%	98.92%	98.9%	99.26%	98.5%	99.25%	98.7%	98.75%	99%
BVPI66b – No of Tenants with more than 7 weeks arrears				7.70%	7.75%	6.7%	5.5%	4.12%	4.10%
BVPI66c - % of tenants who have had Notice seeking possession Served				25.27%	22%	23.65%	17%	16.5%	16%
BVPI66d – Tenants evicted as a result of rent arrears				0.76%	0.05%	0.55%	0.7%	0.65%	0.6%
BVPI 74a - Satisfaction of tenants with the overall service provided		77%			80%	73%			
BVPI 75a - Satisfaction of tenants with opportunities for participation in management and decision making		67%			67%	58%			
BVPI164 - Does The Authority Follow The Commission For Racial Equality's Code Of Practice In Rented Housing	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes
BVPI184a – Proportion of homes non decent	26%	22.17%	21.42%	21.88%	18%	26%	37%	33%	30%
BVPI184b – Percentage change in proportion of non-decent homes	14.4%	-8.43%	18.33%	-0.1%	17.73%	0.0%	34.14%	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	30 days	35 days	29 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	Target	Actual	Target	Target	Target
Ho1 (from 2005/06) – Actual cost of housing repair per dwelling				£13.97	£11	£15.04	£10	£9	£11
Ho2 - % rent lost through dwellings becoming vacant	2.13%	1.63%	1.27%	1.1%	1.2%	1.19%	1.1%	1.0%	0.99%
Ho3 – Percentage of urgent repairs completed in government time limits	92.03%	93.99%	91.1%	91.05%	96%	90.6%	96%	97%	98%
Ho4 – Average time to complete non urgent repairs	18.3 days	16 days	17 days	7.3 days	8 days	11 days	8 days	7 days	6 days
Ho6 - Rent collection – Rent arrears of tenants as a proportion of rent roll	2.7	2.65%	2.33%	2.3%	2.1%	2.25%	2.07%	2.00%	1.95%
Ho9 – Repairs & maintenance ratio of planned repairs expenditure to responsive repairs expenditure				43.23%	57%	51.75%	57%	61%	64%

National Best Value Performance Indicators 2006/07 - Quartiles											
2006/07 BVPI Outturns		Lincoln City	All England				Lincoln City	All Districts			
Upper Threshold	Top		Median	Bottom	Average	Top		Median	Bottom	Average	
Middle Threshold											
Lower Threshold											
HOUSING											
63	Energy Efficiency - Average SAP Rating	71	72	68	65	68	71	72	68	66	68
66a	Proportion of rent payable during period collected	99.25%	98.57%	97.85%	97.07%	97.66%	99.25%	98.81%	98.24%	97.53%	98.02%
66b	% of tenants with more than 7 weeks of arrears	6.70%	3.89%	5.48%	7.60%	6.35%	6.70%	3.43%	4.90%	6.26%	5.56%
66c	% of tenants who have had Notices Seeking Possession served	23.65%	16.55%	24.67%	32.99%	26.46%	23.65%	13.61%	24.59%	32.65%	25.96%
66d	Tenants evicted as a result of rent arrears	0.55%	0.20%	0.32%	0.49%	0.45%	0.55%	0.17%	0.28%	0.43%	0.47%
74a	Overall satisfaction with tenants service	73.00%	82.00%	78.00%	73.00%	77.00%	73.00%	84.00%	81.00%	77.00%	80.30%
74b	Satisfaction with tenants service - BME groups	80.00%	81.00%	70.00%	63.00%	72.20%	80.00%	86.00%	75.00%	66.00%	75.10%
74c	Satisfaction with tenants service - non BME groups	73.00%	83.00%	79.00%	73.00%	77.50%	73.00%	84.00%	81.00%	78.00%	80.50%
75a	Satisfaction of tenants with for participation in management & decision making	58.00%	69.00%	64.00%	60.00%	64.20%	58.00%	70.00%	66.00%	62.00%	66.30%
75b	Satisfaction of tenants with for participation in management & decision making - BME Groups	67.00%	70.00%	60.00%	51.00%	62.40%	67.00%	72.00%	62.00%	50.00%	63.70%
75c	Satisfaction of tenants with for participation in management & decision making - non BME Groups	57.00%	69.00%	65.00%	60.00%	64.10%	57.00%	71.00%	66.00%	62.00%	66.30%
164	Does the authority follow the Commission for racial equality's code of practice in rented housing & good practice standards	No	-	-	-	-	No	-	-	-	-
184a	Proportion of LA homes which were non-decent at 1 April 2003	26	13	27	42	29	26	10	21	33	24
184b	Percentage of change in proportion of non-decent homes between 1 April 2004 and 1 April 2005	0.00%	31.50%	15.40%	5.20%	16.70%	0.00%	32.90%	16.80%	3.70%	17.00%
212	Average time taken to re-let LA dwellings	35	26	35	46	39	35	25	33	47	39

HOUSING REVENUE ACCOUNT - BUDGET RISK ASSESSMENT 2007/08

Line No.	Budget Item	Risk	3rd Quarter Monitoring
1.	Pay Awards	Settlements exceed the percentage increase provided for in the budget from 2007/08.	Pay award now agreed at 2.495% against a budgeted increase of 2.5%. Impact therefore is immaterial.
2.	Establishment Budget of 97.5%	Greater than 97.5% establishment	HRA target for vacancy savings set at £100,130 for 2007/08. The target was achieved by the end of this quarter.
4.	Investment Income	Available cash flow surpluses less than anticipated and/or falling interest rates	<p>The budgeted average interest rate for 2007/08 was set at 5.3%, the actual average achieved for the first six months was 5.74%</p> <p>This performance along with the investment of additional cash as a result of under-spends on the General Fund and HIP, and the prudent view taken at budget time of the average cash balance available for investment during the year will result in surplus investment income.</p> <p>The HRA share is currently estimated to be in the region of £532,000 for 2007/08, an additional £189,300.</p>
5.	Borrowing Costs	Reduction in Cash flow results in deficits and/or rising interest rates	<p>No short-term loans were undertaken during the first 9 months.</p> <p>During the first 9 months of 2007/08 The Bank of England's base rate increased to 5.5% in May and 5.75% in July but was subsequently reduced in December back to 5.5%. There is currently uncertainty over whether rates will remain at 5.5% or possibly fall. However, there will be minimal effect on our interest payable as short term borrowings, if any, are only undertaken to bridge temporary cashflow shortfalls. We currently only have long-term loans of greater than 5 years, which are on fixed rates, none of which are potentially renewable in 2007/08.</p>

HRA Business Plan

Line No.	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 out.	Net HRA Rent arrears have increased by approx £5,400 (0.4%) over the first nine months, compared to a £25,320 (1.7%) decrease over the same period last year. Debts written out in the period amounted to £132,070 compared to £147,750 over the same period last year. At this point this years budgeted provision (£235,000) is still considered sufficient.
15.	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 • Governments revisions to their rent restructuring policy that have a detrimental effect on the Council's budget 	<ul style="list-style-type: none"> • 52 disposals estimated for the year, 38 completed in the first nine months, so insignificant impact to date. • The percentage of lost rental income over the first nine months, due to voids, amounted to approx. 0.93% of the total due, against a budgeted allowance of 1.1%. If this trend were to continue approx £35,840 additional rental income would be collectable. • No impact in 2007/08.
16.	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	To soon to see any 'knock-on' reductions in the levels of R&M works/costs (see 18 below).
17.	Housing Revenue Account Subsidy	Central Government revise the Subsidy rules	No impact in 2007/08.
20.	Energy Costs	Increases in Energy costs are in excess of the budget	The new contracts, entered into last year, for the supply of gas and electricity saw massive increases in the unit prices for both. This was reflected in the budgets for this year which, to date, appear to be sufficient.

CMS TRADING ACCOUNT – REVENUE BUDGET RISK ASSESSMENT 2007/08

Line No.	Budget Item	Risk	3rd Quarter Monitoring
1.	Pay Awards	Settlements exceed the percentage increase provided for in the budget from 2007/08.	Pay award now agreed at 2.495% against a budgeted increase of 2.5%. Impact therefore is immaterial.
18.	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	Status of the implementation of HRA Business Plan implications: <ul style="list-style-type: none"> • wages to salary changeover, effected in July 2006 • reduction in workforce, from 110 to 64, completed by the end of 2006/07. • Resource Planning: Rollout implementation starting September 2007, with Electricians. All other trades to follow by end of 2007/08. Revised Schedule of Rates on-going. • one cost per repair: Work on this is ongoing.