

Foreword

Decent housing is a basic human requirement and contributes to the social, health, environmental and economic well being of the communities in which we live.

The Housing Strategy for Lincoln sets out our vision for improving the housing circumstances of residents in the area over the next three years. This Housing Revenue Account Business Plan is an integral part of the housing strategy and relates to the Council's own housing stock.

We are strongly committed to delivering decent homes and services to Council tenants. The ensuing years will see us working closely with tenants and other community interests to ensure that the aspirations of tenants and other stakeholders are met.

The preparation of this document is a Government requirement and its content and presentation aims to be of a standard deemed to be 'Fit for Purpose' as defined by the Office of the Deputy Prime Minister. Although the Council has written this document it has been developed with the input of tenant representatives and reflects the thrust of the Community Plan and Strategic Plan.

This Business Plan will be updated annually to reflect changing circumstances. The Council will continue to monitor its revenue and capital position on a regular basis and anticipates that within 5 years it will have to undertake a further option appraisal to ensure that it is still in a position to ensure that the decent homes standard or better can be maintained for the lifetime of the HRA Business Plan.



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Executive Summary

Housing Option Appraisal

During 2004/05 the Council carried out a robust housing Stock Option Appraisal. The option appraisal process provided an opportunity for the Council and its tenants to review the housing stock, to identify the funding necessary to make improvements to tenants homes and agree on the most appropriate investment option/s that the Government has set out

The principal investment options considered included the setting up of an Arms Length Management Organisation (ALMO), transfer to a registered social landlord and retention under the ownership and management of the local authority.

A test of opinion amongst tenants indicated that opinion was equally divided on the best option for Lincoln's Council housing with 43.7% of tenants supporting stock retention and 43.7% of tenants supporting the setting up of an ALMO. (Based on a 17% return rate). Views amongst tenant representatives were equally divided.

The Council's Preferred Option

The Council on 2nd June 2005 considered the outcome of the option appraisal and decided to pursue the option of stock retention under Council ownership and management. The Council and its tenants recognise that this option is not a decision for the 'status quo' and this Business Plan sets out how we intend to deliver increased investment over the next 5 years to achieve the Decent Homes Standard (the Government's minimum standard for Council housing) by 2010 and meet tenants aspirations for further improvement to their homes (a

standard known as the Lincoln Standard) by 2016.

Our Vision

This Business Plan sets 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.

Delivering the Vision

The component parts to deliver the vision are set out in the Business Plan and are summarised as:

- A new 5 year Financial Strategy for 2006-2011 projected forward to 2036
- The maintenance of capital investment over the longer term by a combination of Major Repairs Allowance, Right to Buy Receipts and Direct Revenue Funding from surpluses on the Housing Revenue Account

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- Utilising where appropriate resources from the disposal of land and other non-dwelling properties
- Delivering operational efficiencies/changes to make the necessary revenue savings to increase the level of Direct Revenue Finance.

In putting together the new Financial Strategy, the Council has sought external professional advice from Butler Asset Management.

Delivering Operational Efficiencies

This Business Plan identifies 3 sub-components to underpin the Financial Strategy by delivering operating efficiencies through:

- A new Procurement Strategy based on the 'Egan' principles of partnering to deliver improved efficiencies in the Housing Investment Programme.
- Changes to the Housing Management organisation to deliver target savings of £300k by 2011
- Modernisation of the Responsive Repairs Service and the Council's Operational Services Division to deliver target savings of £1.2m by 2011.

In putting together a new Procurement Strategy and delivering efficiencies in the Responsive Repairs Service, the Council has sought external professional advice from LMC Partnership

Tenant and Member Support for this Business Plan

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

Elected Members considered the key elements of the Business Plan at an all Member Workshop held on 16th August 2005 and tenant representatives on the Tenant Advisory Panel were consulted at meetings held on 22nd August.2005 and 25th August 25. All gave broad support to the Business Plan which was formally approved by the Council's Executive at its meeting on 12th September 2005

The Council intends to consult widely with all tenants on the contents of the Business Plan in Autumn 2005 to ascertain tenant support to the delivery of the Stock Retention Strategy.

Tenant representatives will be closely involved in monitoring delivery of the Business Plan, which will also be monitored, by the Housing Overview and Scrutiny Committee.

Introduction

It is our intention within this Business Plan to give an insight into how the work of Lincoln's Housing Revenue Account (HRA) landlord function contributes to the achievement of the Council's objectives and our strategic housing role. The key elements of this document are the condition and future needs of the housing stock, the financial position of the Housing Revenue Account and our priorities for action.

The future will bring many challenges and changes following the stock options appraisal as we strive to achieve the Decent Homes and the new Lincoln Standard. Alongside this we are working towards meeting the principles of partnering through the Egan agenda. With a new partnering housing maintenance contract planned for 2006 we believe that our housing will benefit from a more dynamic, value for money service with exciting prospects for ongoing improvement. We aim to achieve this in full consultation with our tenants, leaseholders and other stakeholders and strive to deliver their aspirations.

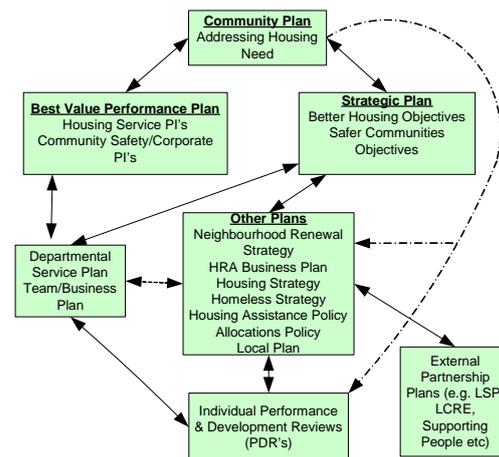
The wide range of activities undertaken includes many of the services our customers think of first when they are asked what their Council does for them. The issues most important to our tenants are "a high quality repair service, affordable rents and a high standard of housing management" (Survey conducted July 2004). 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

There are clear linkages between Directorate / Service activity and the high level objectives that are expressed in the Council's Strategic Plan and the Community Plan prepared by the Lincoln Local Strategic Partnership. This is referred to as the 'Golden Thread'. It ensures a continual

focus on doing things that contribute to the high level objectives, particularly the Council's seven key priorities.

The framework starts with our high level policies, the Community Plan, the Council's Strategic Plan and Best Value Performance Plan. These set out the vision by which the Council will operate and steer the organisation.



The formalised process for maintaining the 'Golden Thread'.

The links between the strategies are shown in more detail in the Action Plan on page 39 of this Business Plan.

Our Housing Strategy

This Business Plan is an essential component of the overall Housing Strategy, which sets a vision and strategic framework for all housing tenures in the City of Lincoln. The Housing Strategy, which covers the three years effective from 2004, provides a basis for housing activity in the city and so places the Council's housing stock in a wider context. The Priorities for Action in this Plan support the priorities identified in the Housing Strategy, for example, the provision of a housing stock that meets the Decent Homes Standard.

The Council is currently undertaking a review of its Housing Strategy following completion of a Housing Needs Study and a Private Sector Stock Condition Survey.

Within this larger context, the Council's housing stock, of 8,138 properties for rent as at 31st March 2005, is a key asset to the City and involves a number of stakeholders;

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principally our tenants and leaseholders who live in the homes, but also prospective tenants, staff, unions and contractors who work in support of the stock every day.

The housing strategy identifies four priorities for action in Lincoln covering all types and tenures, these are:

- Achieving a more balanced housing market
- Improving services and standards for council tenants
- Improving conditions in private housing
- Extending conditions and support for vulnerable people

The HRA Business Plan contributes to a number of these targets. The separate actions identified within the Priorities for Action for this Business Plan on page 36 show how this Plan supports these Housing Strategy targets. The Housing Strategy also looks at the options available for dealing with the identified priorities and makes comparisons of the options available. There was a Best Value Service Review (BVSR) of the Core of Landlord Service in 2002 and a subsequent inspection by the Audit Commission's Housing Inspectorate in 2003. The subsequent report has been taken into account in respect of future Housing Revenue Account activity.

The Housing Board

This is a multi-agency forum that exists to plan for medium term priorities and review the housing strategy. It allows issues to be discussed, housing needs to be identified and work towards solutions. The membership includes representation from the Voluntary Sector, Housing Associations, Planning Service, Economic Development, Landowners and the University. The forum is the main consultative body for housing needs.

The Lincoln Local Strategic Partnership (LSP)

Lincoln is a key partner to the LSP, which was created in 2001 and is independently chaired by Councillor. Ric Metcalfe the Leader of City of Lincoln Council. It was originally formed in response to the Neighbourhood Renewal Initiative. The principle aim of the LSP is "to ensure that we all work together, to avoid

duplication making sure that we maximize the benefit of all public spending".

The Vision for Lincoln

The LSP's vision for Lincoln is:

"We want Lincoln to be a sustainable city with a vibrant economy, where people and their environment are valued and lifelong learning and healthy living are promoted. All partners will work collectively to achieve this vision. By sharing the commitment to make Lincoln a better place, together we can make a real difference".

Our Community Plan Priorities

The first Community Plan ("Our city, Our future") for Lincoln was launched in October 2003. The Plan was prepared by the LSP working with representatives from the public, private, community and voluntary sector to create a vision for the future of the City. It is based on work done by the LSP and follows an extensive public engagement exercise carried out in the autumn of 2002.

The Plan sets out an agreed vision and focus for the City's future and the principles by which future action will be undertaken and has identified nine key themes as priorities:

- Creating a Better Environment
- Crime and Community Safety
- Promoting Social Inclusion
- Transport and access
- Addressing Housing Needs
- Lifelong Learning
- Jobs and Regeneration
- Promoting Healthy Communities
- Leisure and Culture

Examples of how this Business plan contributes to the Community Plan priorities are:

- Installation of CCTV in residential area
- Reducing long term empty council houses
- Environmental improvements
- Energy efficiency
- Disabled adaptations
- Partnering maintenance contract due 1st April 2006

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The significance of the Community Plan and the work of the LSP in delivering against local priorities have been brought into sharp focus with the publication of Audit Commission proposals for the future development (post 2005) of the Comprehensive Performance Assessment (CPA) process. This will require an increased emphasis on working together in partnership with a range of organizations to deliver both the "Shared National Priorities" and the specific local priorities as expressed in the Community Plan

Key Housing Priorities in our Strategic Plan

The City Council faces further challenges in addressing progress on our key priorities, which have been reviewed since last year, now numbering seven in total. These represent a split between key service-based priorities and other strategic issues. We are contributing to meeting the key strategic priority of

"delivering measurable progress towards more of our residents having decent homes to live in"

This is emphasised through two clear aims of the key theme of Addressing Housing Need, which are:

"To ensure that all social housing including council housing meets set standards of decency by 2010..."

and,

"To ensure that there continues to be an adequate choice and range of dwellings available providing a mix and types of tenures, including meeting the need for affordable housing and the needs of specific groups"

In addition the authority has a set of CORE VALUES. These are the 'Corporate DNA', which are the hallmark of all that the Council does. The Core Values are:

- Ensuring Equality and Access
- Striving for Continuous Improvement
- Providing Customer Care
- Promoting Sustainability, and
- Developing Pride and Citizenship

Our Corporate Decision Making Process

Since May 2002 and following extensive preparations the Council has moved to a new structure for decision-making. There is now an Executive, which includes eight portfolio holders who take responsibility for all the Council's activities across the following portfolios:

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

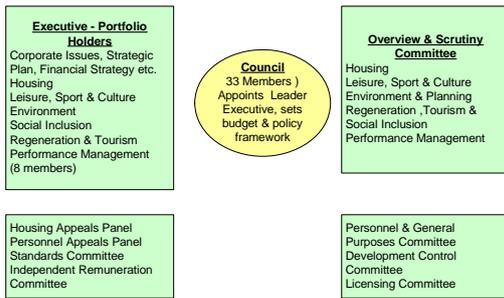
Key Policy decisions are made at Executive level such as the distribution of capital expenditure between the various priorities mentioned above.

Decisions can be reviewed at five Overview and Scrutiny Committees, which broadly cover the Community Plan priorities, before final agreement is reached at full Council meetings. 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.

By way of example the Housing Needs Study undertaken during 2004 was considered jointly between the Housing Overview & Scrutiny Committee and the Environmental and Planning Overview & Scrutiny Committee because of the implications of both housing and planning need for the City as a whole.

The Capital programmes for the Council and for Housing activity are considered by Corporate Directors, a Major Projects Monitoring Group, Executive and Overview and Scrutiny Committees and finally at full Council.

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Monitoring the Implementation of this Business Plan

This section explains how tenants, leaseholders and Members were involved in the production of this business plan and how they will now monitor progress. During 2004/05 tenants were involved in the review of the stock condition and decent homes standard through the Tenant Advisory Panel (TAP) and several Service Improvement Panels (one specifically linked to the Option Appraisal Process), the Option Appraisal Steering group (three tenants, three members, two officers). These Groups provided detailed comments and perhaps most importantly agreed the priorities for action.

The strategy for delivery of this Business Plan was subsequently endorsed at a member workshop on the 16th August 2005. Members of TAP subsequently endorsed a draft copy of this Business Plan at its meeting held on 25th August 2005.

The Council's Executive approved the Business Plan at its meeting on the 12th September 2005. The Business Plan reflects the views made known at all these stages. The Tenant Advisory Panel will undertake monitoring of this Plan's Priorities for Action on a quarterly basis. The Panel will look at progress across all of the Priorities as well as the overall performance of the Housing Service, i.e. performance indicators.

The Chair and Vice Chair of the Housing Overview and Scrutiny attends all TAP meetings and so has the opportunity to monitor progress at that meeting. Minutes of the Panel's work are posted on the Council's website and circulated to all elected members through the monthly 'Members Bulletin'. TAP also has the right of representation on the Council's Housing Overview & Scrutiny Committee.

Other Plans and Strategies

Community Safety:

Since the introduction of the Crime and Disorder Act 1988 the Council have introduced several initiatives such as:

- Appointment of a police Liaison Officer, within the Council, seconded from the Police
- A Crime reduction initiative on the St. Giles Estate. Later extended to the Abbey Ward.
- Installation of intruder alarms for repeat victims of crime and dispersed alarms for the elderly connected to the Council's 24-hour response centre.
- Improved lighting as part of estate environment improvements
- Installation of security doors across the city and CCTV to multi-storey blocks
- Application of Introductory Tenancies to all first time Council tenants
- Use of professional witnesses in certain cases of anti-social behaviour on Council Estates.
- An out-of-hours service for anti social behaviour issues and homelessness
- Purchase of surveillance equipment to monitor noise and other anti-social behaviour;
- Adoption of an equal opportunities policy that includes the monitoring of performance on incidents involving racial harassment.
- Appointment of an Anti Social Behaviour Co-ordinator

Lincoln Neighbourhood Renewal Strategy

The Lincoln LSP has developed the Lincoln Neighbourhood Renewal Strategy (LNRS). As an ingredient of "Our City, Our Future", the LNRS seeks to improve links between neighbourhood renewal, the economy of the city and the housing strategy.

The aim of the Neighbourhood Renewal Strategy is to focus attention and resources on the most deprived neighbourhoods in Lincoln, and to improve the opportunities available to the residents of those neighbourhoods. Following extensive research and consultation, six areas were

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identified to form the focus of the Neighbourhood Renewal Strategy:

Community Empowerment Funds enable communities to develop and run their own projects and in many instances *deliver* local, regional and national strategy. Examples of such community projects to have received “bottom up” funding in Lincoln include the Moorland Access Centre Group, the Hartsholme Community Contact Centre, and the St. Giles Community Action Group.

In Moorland ward, the LSP has been aided by the City Council (Department of Housing and Community Services) through the provision and renovation of premises at Fulbeck House and the secondment of staff to support a neighbourhood management pilot.

The **Strategic Plan (Lincoln's Way forward)** provides the link between the community priorities contained within the Community Plan with Council priorities. These in turn lead to individual service priorities set within business plans and service plans. Measurable performance is published in the **Annual Best Value Performance Plan**.

The **City of Lincoln Local Plan** is the supportive spatial component of both the Council's Strategic Plan and the Community Plan. The first Local Plan was endorsed by the Council in 1998 and is now being replaced with the new **Local Development Framework**. Work on this continues alongside, and in conjunction with, the development of the Community Plan, a practice that has been recognised by GOEM as innovative and representing good practice.

Tenant Participation Strategy

A Tenant Participation Strategy was agreed in 1996 and has been subject to several reviews.

A city wide Tenant Compact has been introduced, which is:

- A flexible working agreement between the Council and its tenants.
- Operable locally and Council wide.

- An agreed way in which tenants can get involved in decision making that affects them.

The aims of the Tenant Compact are:

- To help ensure the Council becomes more efficient, transparent and accountable so that tenants will know who is responsible for decisions and who will be actively involved in helping to reach those decisions,
- To enable tenants to make informed views on their housing services, be involved in planning them, improving them, monitoring and reporting on performance, and identifying and taking remedial action,
- To help tenants to identify issues of concern and ways of improving their quality of life.

The compact recognises that not all tenants will want to be part of a formal tenant association and in response a series of Tenant Forums have been introduced at local level. These forums are organised and facilitated by the Council across all areas of the City

A Tenant Empowerment Strategy and Communication Strategy was developed as part of the Option Appraisal process and these are currently being reviewed for standard use across all aspects of Housing Management.

This **Business Plan** also has important links with our **Homelessness Strategy**. This provides a framework for meeting the needs of homeless people in Lincoln in the period 2003-08, including action on how the Council's stock of housing is to be used in meeting the needs of homeless people.

The Council's Asset Management Plan sets out how the Council's Property Portfolio will serve the City Council's strategic needs.

The effective management of assets is a crucial corporate activity in ensuring that the Council achieves its corporate and service aims and objectives and delivers its services with maximum effectiveness in the future.

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The Asset Management Plan (AMP) builds on previous plans which were rated as 'good' by Government Office, and encompasses best practice procedures highlighted in the RICS Asset Management in Local Government Guidelines.

Although updated annually the AMP looks forward over a five-year period.

Options to Improve the Housing Service

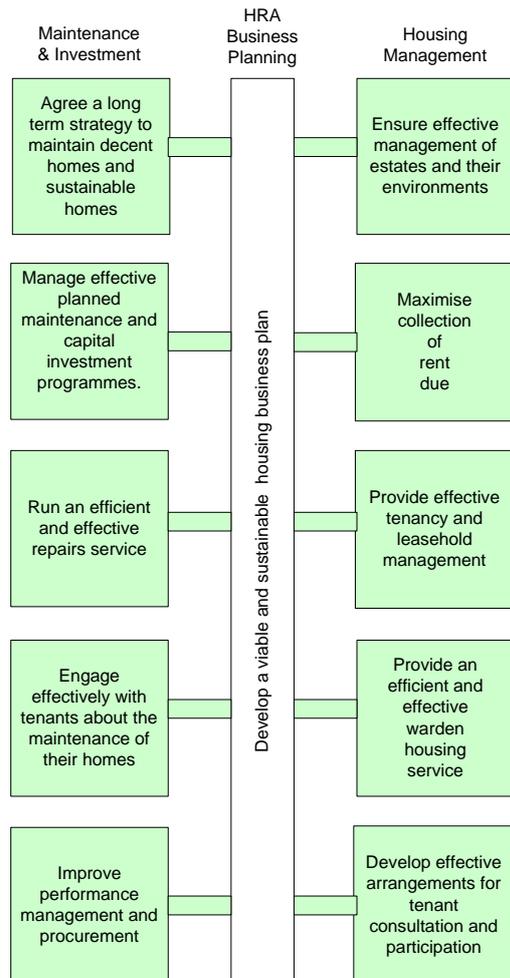
Although our main focus during 2004/05 was on the stock options appraisal, we do of course continuously look at ways to improve individual areas of the service. Importantly, this is done in full consultation with our tenants and leaseholders.

HRA Business Plan

1. Setting a Strategic Long Term Approach to Maintain Decent and Sustainable Homes

1.1 Delivering Our Services

Staff in two service areas within the Housing and Community Services Directorate deliver the Housing Landlord Service; the Maintenance and Investment Group and the Housing Services Group.



In December 2001 the Council transferred responsibility for the Operational Services Division (the internal trading organisation – repairs contractor) from the then City Engineer’s Department to the Housing Services Directorate and further organisational changes to integrate the OSD into the Landlord Service were implemented in April 2004.

This document demonstrates how we deliver both the Maintenance & Investment and Housing Management services.

In September 2003 the Audit Commission Housing Inspectorate assessed the Council as providing a ‘Fair’, one star service that has promising prospects for improvement

1.2 Delivering Our Services to Customers Locally

The Housing Landlord Service is delivered through three offices (City Hall, St Giles and Birchwood). Repair orders are transmitted to the OSD depot using a computerised repair ordering system. There is a team of technical staff, based at City Hall who have responsibility for managing major works, planned maintenance contracts and stock condition surveys.



St. Giles Estate Office shown left, City Hall below and Birchwood Estate Office, bottom.



The Operational Services Team operates from a central depot and 3 locally based sub-depots.

1.3 Stock condition

Data sources

Information on the Council’s housing stock has been gathered through an initial Stock Condition Surveys undertaken in 1999 and more recently in 2004 as part of the Stock Option Appraisal.

The last Survey was designed to give a projected 30-year cost and condition assessment and a 10-year planned maintenance programme. The stock condition survey has been independently validated by property consultants (King Sturge). A full 100% survey of all the stock will be completed by December 2006.

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The survey database will also be updated as works proceed (and as each contract is completed) to give a 'live' position at any time. We are currently piloting the use of hand-held computers in this respect.

The 2004 stock condition survey was based on a minimum 10% survey of 'beacon' or 'archetypal' properties across the city. The findings of the surveys from those properties were projected across similar type and sized properties throughout the City's housing stock. The Decent Homes Standard was taken into account and a 10 and 30-year programme was identified.

Keeping our information up to date

The Council has invested in new Asset Management software (e-State Pro) that can hold the survey information and project investment requirements based on our knowledge of the condition of the stock. Other property information about repairs histories is held on our 'Inhouse' Housing Management System. We are also in the process of upgrading this to the 'Comino' Universal Integrated Housing Management System

Within the Maintenance & Investment Group a team of Stock Condition Surveyors have been employed to continue the surveys and update our knowledge base. Property Inspectors inspecting empty properties also collate data for the survey purposes. All Surveyors and Property Inspectors have been trained on decent homes.

Our housing stock

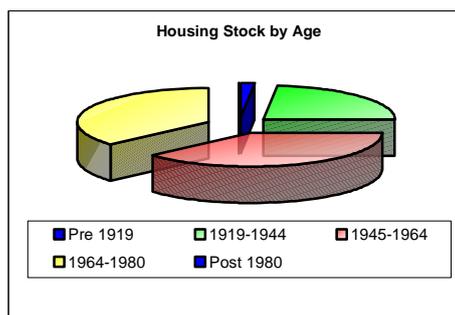
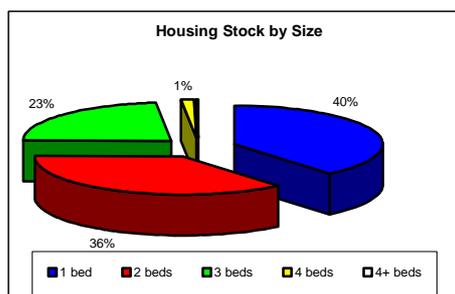
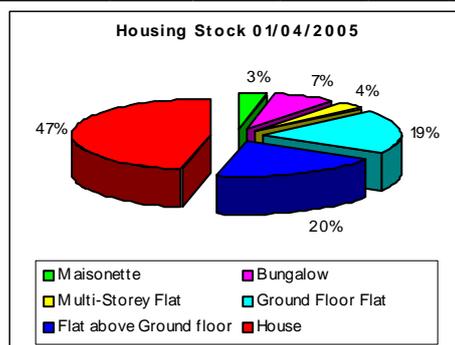
The Council has a housing stock of 8,354 properties in the City, 216 are leasehold and 8138 rented of which 393 are sheltered homes for older people and 300 are high-rise flats.

As well as the 8,138 rented properties the Council also owns 1462 garages and 300 garage plots

Our homes by type and age

Council Housing Stock as at 31st March 2005

	1 bed	2 beds	3 beds	4 beds	4+ beds
Bungalow	348	160	64		
Flat Ground Floor	1350	220	10		
Flat above ground floor	1278	324	11		
Multi Storey	196	104			
Maisonette		264	17		
House	2	1881	1779	117	13
Total	3174	2953	1881	117	13



Non-traditional housing stock

Lincoln has 298 dwellings of non-traditional construction, comprising 'Cornish', 'Wates', 'Arcon', 'Hawksley' and 'Taylor Woodrow Anglian'. This represents 3.7% of the stock.

A major over cladding scheme on the Cornish and Wates was undertaken in 1992.

The Hawksley Bungalows were upgraded with an insulated render in 2002.



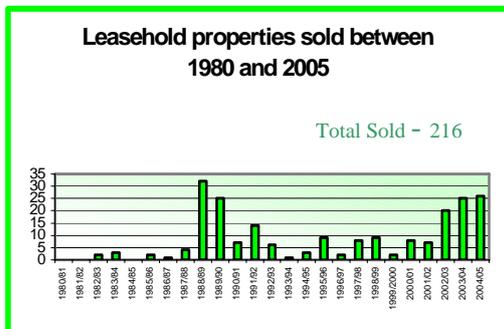
Hawksley Bungalows 'before and after'

A scheme to over clad the Arcon Bungalows was completed in 2000. A full brick cladding encapsulated the original walls within the cavity and provided modern facilities to the bungalows. Work commenced in 2004 on the Taylor Woodrow Anglian properties to refurbish these, bringing them to Decent Homes Standard with increased insulation.

1.4 Leasehold properties and leasehold management

Leasehold management is an important service and leaseholders are represented on the Tenant Advisory Panel. A review of the Leaseholder representation was carried out in January 2004 with a view to establishing a Leaseholder Service Improvement Panel and to encourage a greater contribution from leaseholders.

The council seeks to give leaseholders a good service for an appropriate level of service charge, without under recovering income for the Housing Revenue Account.



We are aiming to work more closely with our leaseholders to improve services by establishing a specific Leaseholder Service Improvement Panel. We also intend to

consider the appointment of an officer to deal with leaseholder enquiries and service charge issues.

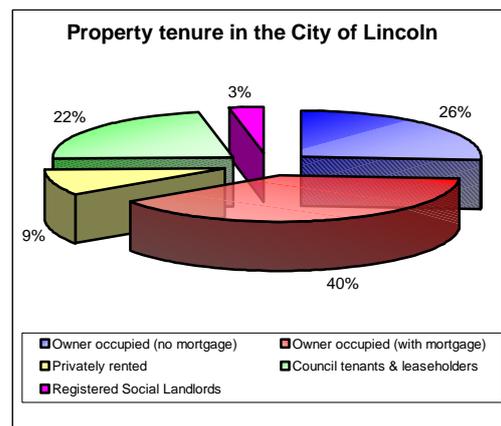
1.5 Supply and demand for council housing in Lincoln

Lincoln has a stock of social rented housing at 26.5% of all housing. The Council's own stock of 8138 properties represents a little over 22% of all housing in the City, which is a substantial source of affordable housing for rent. A high quality stock is therefore a key factor in contributing to meeting one of the Housing Strategy's targets on achieving an adequate supply of affordable housing, across a range of housing products.

The City has the following housing tenure composition:

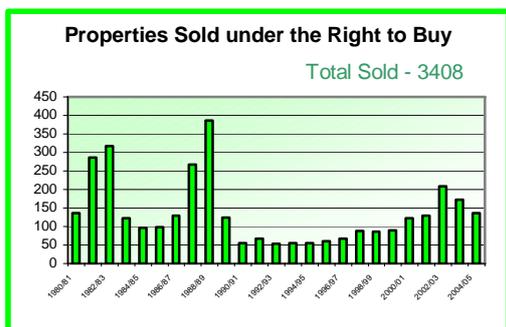
Tenure	Total number of homes
Owner occupied (no mortgage)	9,756
Owner occupied (with mortgage)	14,647
Privately rented	3,396
Council tenants & leaseholders	8,240
Registered Social Landlords	1,151
Total	37,244

Source: Housing needs Study 2004



Although Council housing represents a significant percentage of the total housing stock, the number of council owned homes has reduced considerably through the Right to Buy. Nearly 3,500 properties have been sold since the scheme was introduced in 1980 with 137 being sold in the last financial year. This naturally has an impact for meeting the strategic role of the Council

stock, as the loss of such properties makes it difficult to meet the increasing demand for social housing.



The loss of these properties to the rented housing stock also has an impact for the Housing Revenue Account and the services it funds:

- It reduces the income available to the Council, through loss of rental income and Major Repairs Allowance (MRA).
- A continual reduction in the stock does require a monitoring watch on staffing resources. However, the properties that are sold tend to be those that require low maintenance - houses and flats in the smaller blocks. Conversely, nearly half (43%) of the housing stock is now flats or maisonettes, which by nature have higher management and maintenance costs. There is also an increasing expectation from tenants of flats for improvements to the grounds and surrounding areas. In addition to this, tenants who buy are often more economically active than those who remain as tenants – a percentage of whom may be vulnerable and in need of support.
- Although the size of Council's housing stock is of strategic importance, the make-up of the stock is also of great relevance. The table and graph on page 8 shows the relative size of properties owned by the Council.

Approximately 2,000 properties are either sheltered/warden-controlled accommodation for the elderly or flats fitted with community alarms, leaving around 6,000 properties for general needs housing. Only a third of these properties have 3 or more bedrooms and only 1.6% have 4 or more bedrooms.

The demand for council housing

To assess the demand for affordable housing and housing needs of the city in general, a Housing Needs Survey was carried out in 2000. This was followed up with a further study in 2004 in partnership with North Kesteven DC and was designed to assess the future requirements for both affordable and market housing. The 2004 survey showed that 159 new affordable housing properties were required each year.

The conclusions and policy implications of the study were:

- There is a shortage of affordable housing – 159 units per annum following the ODPM Guide approach and 283 units per annum based on the Balancing Housing Market analysis;
- The majority of the need can only be met by social rented housing;
- The largest shortage is for one and three bedroomed affordable units;
- There are particular groups of households that have implications on future policy decisions; of particular note are the frail elderly.

The 2004 Study confirms the overall net loss of affordable housing stock within the city. This may also reflect lower turnover rates as households on lower incomes experience greater difficulty in accessing the housing market. Continued loss in the supply of affordable housing in future years will only exacerbate any shortages of affordable housing that currently exists. The Council introduced a choice based lettings scheme, 'Lincoln Homefinder', in October 2002. This facility is provided through a web-based application and included the opening of an estate agent style 'Property Shop'. An evaluation of the first year of operation was considered in November 2003. Key findings were:

- A substantial increase in the demand for Council housing, with 5501 new registrations to September 2003 (12month period)
- 1021 properties advertised and let, with an average of 30 bids per property
- Reductions in relet times and stock turnover rates

- Increased levels of demand for properties which would previously have been difficult to let, although there are clearly some properties which remain relatively unpopular, with lower levels of bids

The evaluation, including customer and stakeholder feedback, highlights the success of Lincoln Homefinder in meeting most of its objectives. There are some concerns that are being addressed through a review of the policies and operation of the scheme, particularly around the ability of vulnerable people to access housing, the scope of the Priority Card element, and the management of increased demand when the number of lettings available is declining. Discussions also commenced in 2004/05 to consult with housing associations with a view to their joining a citywide Allocation Scheme for all social housing.

Changing demand in our stock

Previously defined low demand areas no longer exist as a consequence of the introduction of this choice based lettings initiative. Applicants with a priority status have also chosen to live in areas previously considered to be unpopular neighbourhoods.

There are no longer any difficult to let properties or estates, but there are some less popular types of accommodation e.g. bedsits and some sheltered elderly persons schemes because of location (this is a national trend as older people prefer to retain their independence in their own homes, gaining support through the supporting people regime).

We have undertaken some conversions of 2 bedroom into three bedroom houses where this allows us to alleviate the pressures within our own stock.

The demand for the Council's housing stock is constantly changing. There is increasing demand in terms of overall numbers and of type (family accommodation), which can be contrasted against the decreasing numbers of elderly persons who want to move into sheltered bedsit accommodation.

As well as securing more affordable accommodation the change in demand requires more inventive ways of adapting the stock to meet these changes in demand.

Conversion schemes will be considered where appropriate to resolve individuals housing needs.

An effective use of the housing stock can be achieved by encouraging single people and couples living in family accommodation to move to smaller sized properties. A previous incentive scheme didn't get much take up but officers are currently reviewing the scheme as part of the Allocation Policy review.

1.6 The Decent Homes Standard (DHS)

In 1999 an in-house stock condition survey was carried out to inform the 2000 HRA Business Plan based on 100% external survey and 7.5% internal. Although the survey provided the core data for the various improvement and maintenance programmes it did not collect the relevant data now required for the Decent Homes Standard.

In August 2004 a further stock condition survey was undertaken using a 10% sample of our housing stock based on 273 archetype properties to provide a robust survey for the purpose of the Stock Option Appraisal.

Subsequently the Council commissioned property consultants King Sturge to conduct a stock condition survey and validation in respect of the Council housing stock.

The key findings from the King Sturge Report (October 2004) were:

- The stock has been generally well maintained on a day to day basis
- The stock has suffered from a lack of sustained planned maintenance investment
- 18% of the stock is non decent which is significantly below the governments stated view of the national average of 40% to 50%.

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- 66% of the stock may become potentially non decent by 2010 if no investment is made

Updating of Stock Condition Information

The Council approved the acquisition of new Asset Management software, E-State Pro to provide a robust stock condition database. The data from the second stock condition survey is held on the system and is capable of being updated to assist with business planning, budget forecasting and Decent Homes analysis. The database can also provide up to date information on the numbers of properties 'at risk' of becoming non – decent if improvement works are not undertaken. This software has now been installed and is currently being used to develop detailed work programmes.

It is envisaged that the new Universal Housing Management software, will interface with the E-State Pro software. This will allow the database to be updated through the day-to-day repairs module as well as manual updating on completion of planned maintenance programmes.

Since the King Sturge validation report was received in-house surveyors have continued to update the stock condition survey information. We have now completed surveys on 30% of the stock. It is planned that 100% surveys will be completed by 31st December 2006, with a 10% sample survey each year thereafter, on a rolling programme.

The City Council's key objective for housing, including council housing, is set by the Government under the Decent Homes Standard (DHS) and the national target for Decent Homes: -

"By 2010, to bring all social housing into decent condition with most of this improvement taking place in deprived areas, and increase the proportion of private housing in decent condition occupied by vulnerable groups."

The DHS has four criteria in that the dwelling must:

- Be above the current statutory minimum standard for housing

- Be in a reasonable state of repair
- Have modern facilities and services
- Provide a reasonable degree of thermal comfort

Following validation, the revised baseline was set in October 2004 based on 8277 properties and shows the following levels of decency:

Decency	% & Number of the Stock
Non Decent	19.34%
	1,600
Potentially	69.63%
	5,762
Decent	11.03%
	912

Based on the updated stock condition survey, as at 27th May 2005, 16.32% of the stock (1,328 properties) is non decent.

Decency	% & Number of the Stock
Non Decent	16.32%
	1,328
Potentially	66.45%
	5,408
Decent	17.23%
	1,402

This is made up of the following elements:

Criteria	Decency	% & Number of the Stock
Statutory Minimum Standard	Non Decent	5.12%
		420
	Potentially Non Decent	42.81%
		3,397
	Decent	52.07%
		4,272
State of Repair	Non Decent	5.3%
		435
	Potentially Non Decent	57.24%
		4,581
	Decent	37.46%
		3,073
Reasonably Modern Facilities	Non Decent	1.22%
		100
	Potentially Non Decent	8.10%
		664
	Decent	90.68%
		7,439
Thermal Comfort	Non Decent	6.35%
		521
	Decent	93.65%
		7,683

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Our 30-year profile identifies the number and location of non-decent homes in Lincoln.

Our 2004/05 planned maintenance programme focused on decent homes issues whilst continuing to carry out other essential work.

The Council and its tenants see the Decent Homes Standard as a minimum standard and a higher Lincoln Standard was agreed in July 2004 with tenants and elected members following extensive consultation.

The Council aims to bring all homes to the higher Lincoln Standard by 2016.

Resources required to meet the Decent Homes Standard

Based on the King Sturge report, we estimate that the investment needed between 2006 and 2011 to fully meet decent homes by 2010 is £35.2 million.

When will we achieve full compliance with the DHS?

Based on latest information from the rolling programme of surveys 83.7% of our homes comply with the Decent Homes Standard. We have the resources to achieve the Decent Homes Standard by 2010.

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

Current Decent Homes Targets to 2010

Year	Percentage Decent ²	No. of Decent Properties ²	Estimated Housing Stock ^{1,2}
2004/2005			8138
2005/2006	80%	6430	8038
2006/2007	82%	6509	7938
2007/2008	85%	6662	7838
2008/2009	90%	6964	7738
2009/2010	95%	7256	7638
2010/2011	100%	7548	7548

Notes:

1) Includes projected loss of stock through RTB.

2) Estimated position at 31st March 2005 (End of financial year, 4th Quarter)

1.7 The Lincoln Standard

The Lincoln Standard clearly states our commitment for Lincoln's housing stock and how the home and surroundings affect the way our residents live. This is in particular regard to planned and responsive maintenance and the important linkages with housing management.

The Lincoln Standard includes:

- ❖ *UPVC Double Glazing*
- ❖ *Energy Efficient heating*
- ❖ *Modern Kitchens and Bathrooms to all homes*
- ❖ *Door Entry Systems to communal doors*
- ❖ *External Security Lighting to 3- storey blocks of flats*
- ❖ *Secure boundary fencing to vulnerable communal areas*
- ❖ *Open spaces to be maintained to a high standard*
- ❖ *Mains wired smoke alarms and carbon monoxide detectors in all homes.*
- ❖ *Internal plaster in a reasonable condition*
- ❖ *Cladding and insulation of non-traditional homes (solid walls).*

The Lincoln Standard was developed in consultation with tenants throughout 2003/04 and agreed in July 2004 when 88% of tenants agreed with the standard. Delivery of the Lincoln Standard will take longer than the deadline of 2010 for achieving the Decent Homes, and will be delivered by 2016.

Resources required to meet the Lincoln Standard

The items for inclusion in the Lincoln Standard are reflected in our 2004 stock condition survey. This data has been our principal source of estimating.

The outputs from the Stock Condition Survey recently revised and updated puts us in strong position to estimate future costs over the long term

To achieve this we need to secure additional funding as the Major Repairs Allowance at current levels would be insufficient

Providing budgets remain at the same levels and we receive continued Major Repairs Allowance then priorities to match budgets can be set accordingly. A summary of the investment programme and resources is set out in section 11.

1.8 Energy Efficiency of the stock

Energy efficiency is important for our homes and we pay particular attention to our non-traditionally constructed homes (see page 8)

The Energy Efficiency Rating (SAP rating) of the Council's stock has increased over the past 5 years from a rating of 61 in the year 2000 to a current SAP rating of 68. This places us in the top quartile for performance when compared to other authorities and is a major contribution to reducing poverty and providing affordable warmth.

We have increased the specification on new central heating systems and boiler specifications to CHES 2002 Best Practice guidelines for fitting High Efficiency equipment. It is our intention to target those properties that require a replacement central heating system to ensure that old radiators are replaced with high efficiency types.

There is currently a small number of properties without central heating; these being properties where the tenant has chosen not to have it installed. These properties will be added to the heating installation programme as they become empty or should the tenant change their mind.

We also take full advantage of the Energy Efficiency Commitment (EEC) funding available and have an 'Affinity Deal' with Scottish Power for new gas and electrical connections.

As the SAP rating rises it becomes more difficult for us to find cost effective measures for further improvement. We have completed the majority of our insulation programmes, although recognise the need for some 'top up' insulation requirements to roof spaces.

1.9 Valuation of the housing stock

Our in-house valuation team value our rented housing and other HRA Assets on a five year rolling programme, with a desk top valuation of our Dwellings being undertaken annually. Dwellings are valued on Existing Use Value for Social Housing (EUV-SH), which is lower than market value, and they are due for a complete revaluation during 2005/06. The net book value of Dwellings on 31st March 2005 was £233,207,440.

The Council owns some 1462 garages and also 300 garage plots (bases for erection of prefabricated garage) which are rented to tenants and members of the general public.

At 31st March 2005, the value of garages and garage sites was £2,870,671 and the value of other non-housing HRA assets was £13,207,829.

This gives a combined total net book value of £249,285,940 on 31st March 2005.

The balance sheet value is based on existing use value as Social Housing. The Government also requires a Housing Authority to value its stock as if it was not tenanted and they could be sold with vacant possession. This form of valuation is higher than for existing Social use.

For Lincoln the vacant possession gross book value of dwellings on 31st March 2005 was £383,817,074, compared with a EUV-SH gross book value of £237,966,586. The difference between these two methods of valuation for dwellings within the HRA shows the economic cost to the Government of providing Council Housing at less than market rent.

More information is available in the Corporate Asset Management Plan 2003/04.

2. Engaging Effectively with Tenants about the Maintenance of their Homes

2.1 How we consult

'Section 16' Tenant Empowerment Funds have been used to commission consultants to find out how tenants would like to be involved now and in the future in decisions about the maintenance of their homes. Increased attendance at Tenant Forums and Tenant Advisory Panel meetings and the desire of tenants wishing to become involved has led to a recruitment drive for Service Improvement Panels (SIP). These newly formed SIP's will allow the expansion and frequency of tenant involvement in service development issues.

Our main consultations are through the Tenant Advisory Panel and a Repair & Maintenance Service Improvement Panel. This consultation mainly concerns wider strategic issues about what we spend money on and why, what stakeholders actually want rather than what the Council think they want, stock condition, planned and responsive maintenance, decent homes and 'The Lincoln Standard'.

The Lincoln Standard will essentially target our tenants and leaseholders aspirations and future requirements. These are fully programmed and costed in this Business Plan.

A series of 17 Tenant Forums are also held across the city's estates.

Another very important means of engaging with our tenants on maintenance issues is through our regular 'Homelink' newsletter.

2.2 Tenants and leaseholders views

Tenants views about the Decent Homes Standard

Early consultation on the Decent homes Standard helped drive policy on decent homes and our tenants and leaseholders appreciate the importance of the standard.

Tenants and leaseholders also feel that the standard excludes many areas of work that they consider very important. This is

reflected in the higher Lincoln Standard that has subsequently been adopted.

Whilst acknowledging the role of Decent Homes in performance delivery, our tenants and leaseholders seek assurances from the Council that work outside of Decent Homes will continue. This assurance is 'The Lincoln Standard'.

Tenants and leaseholders views about the Lincoln Standard

In February 2003 we asked tenants to indicate what were their top priorities for a 10 year Improvement Programme. Their priorities were: -

- Renewal of Windows
- Renewal of Kitchens
- Renewal of Doors/Security
- Environmental Works
- Renewal of Bathroom
- Renewal of Heating
- Renewal of Roofing
- Decoration of Communal Areas
- Rewiring

This formed the basis of the consultation on the Lincoln Standard in July 2004.

We recognise the difficulty of explaining what the Decent Homes is to an individual, and that what may be a priority to a tenant may not necessarily be a priority of the Decent Homes Standard.

Tenants were consulted throughout 2002/03 and 2003/04 on their priorities for improvements and these were interpreted into the draft Lincoln Standard. Tenants were again consulted and asked if they felt the interpretation was fair and correct. 12.5% of tenants responded to the last survey and 88.3% of those responding agreed with the standard.

Delivery of the Lincoln Standard will take longer than the deadline for achieving the Decent Homes Standard and will be delivered by 2016.

Although our tenants and leaseholders appreciate the need for decent homes, they do not want to achieve compliance at the long-term detriment of other local priorities and would also wish to see a continuation of Schemes that provide door entry security

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facility to communal doors, better lighting around flats and other environmental improvements.

Following the Council's 'Retention' decision, members of the Tenant Advisory Panel were asked to reconsider the Lincoln Standard at their meeting on the 21st July 2005

TAP generally agreed that it did not want to see a reduction of the standard but were happy to reschedule elements of the standard to be completed after 2010, funding permitting.

The elements to be deferred include:

- ❖ *Secure boundary fencing to vulnerable communal areas*
- ❖ *Open spaces to be maintained to a high standard*
- ❖ *Internal plaster in a reasonable condition*
- ❖ *Cladding and insulation of non-traditional homes (solid walls).*

Additional Consultation and Involvement

To assist us with delivery of the Decent Homes Standard we plan to:

- Provide 'refresher' training for Councillors, tenant groups in the Decent Homes Standard, inform of progress being made to achieve targets and the method of prioritisation.
- Consult on investment priorities, what programmes are to be delivered first and in what areas.
- Consult on methods of programme delivery.
- Consult on the areas of discretion in the Decent Homes Standard, e.g., whether to replace bathrooms or kitchens.
- Provide access to information about work that has been done to the stock and plans about what is to happen next.

What issues do our customers consider to be most important?

In April 2005 tenant representatives were asked to consider what issues they considered to be most important. The top

issue identified was the quality of repairs. Double-glazing, energy efficiency and security also featured highly in terms of improvements. Other issues included caretaking, grass cutting and rubbish removal. These issues have been reflected by tenants in the development of their top ten priorities for performance monitoring, which are:

- The average time taken to re-let a property
- Tenant satisfaction with the quality of repairs (from repair receipts)
- Repair appointments made and kept (including breakdown of appointments broken by tenants and contractors)
- % Of urgent repairs completed within 24 hours, 3 days and 7 days
- % of non urgent repairs completed in 20 days
- % of properties which meet the Decent Homes Standard
- % of properties which meet the Lincoln Standard
- Tenants satisfaction with grounds maintenance including grass cutting
- % of letters replied to within 7 working days
- % of phone calls answered within six rings

Apart from their home and environment, what do our tenants really value?

In July 2004 tenants were asked to give their views about what was most important to them when considering the future of the housing service. Maintenance and Improvements featured in three out of the top five:

- A high quality repair service
- Affordable Rents
- High Standard of Housing Management
- The Lincoln Standard
- The Decent Homes standard.
- Access to Services
- More Affordable Housing
- Reputation of Landlord
- Ability to influence decisions
- Type of tenancy

3. Managing Effective Planned Maintenance and Capital Investment Programmes

3.1 Our responsive to planned maintenance ratio

We believe this is a key factor in delivering our repairs and maintenance programmes and is recognized as such by the Audit Commission, with 60% expenditure on planned maintenance work defined as a good practice minimum. In 2004/05 our expenditure in planned maintenance was 49% of the total spend.

3.2 Planned maintenance

Heating Replacement Programme

94% of our properties benefit from gas central heating with 5.75% having gas fires or electric storage heaters and 0.25% with solid fuel heating.

We have had a gas boiler replacement programme since 2001 that has allowed us to replace inefficient boilers as a high priority. Due to a number of boilers failing before their 15-year life cycle we recognise the need to replace the whole system, including radiators, to ensure that the new high efficiency boilers work both effectively and efficiently. Starting in 2005/2006 we will replace the whole system as part of the boiler replacement programme to ensure best value over time.

Insulation Upgrades

Our homes enjoy a high level of insulation that has been installed under previous programmes and government grants, commencing with the Home Energy Conservation Act. However we recognise the need for a top up programme to ensure our properties meet the Decent Homes Standard.

Windows and door replacements

Following an extensive programme, over 60% of our properties now have PVCu double glazed windows.

In meeting our Decent Homes objective we have targeted properties with structurally

unsound windows for the replacement programme.

Our tenants also value double-glazing in their homes and the window replacement programme is the highest priority for tenants within the Lincoln Standard. Any additional funding will therefore be used to replace all single glazed windows over time.

All timber windows currently in the stock are included within the painting programme on a rolling basis, incorporating any timber fascias, soffits, cladding etc.

30% of our properties have draught sealed GRP (Glass Reinforced Plastic) doors, which also improves security.

Kitchen refurbishment programme

This is our most popular refurbishment programme due to the impact a new kitchen has on our resident's lives. We have successfully improved the service that we offer by:

- Increased replacement guarantee from the supplier
- New modern range and style of units and worktops
- Design service from supplier

Which has in turn enabled the costs to be reduced and installation times speeded up.



For Decent Homes delivery we have increased the number of properties included within the kitchen programme, whilst ensuring that there is not a detrimental effect to quality and whole life costing.

General satisfaction with this is high with 97% of tenants completely satisfied. The average cost of a kitchen is currently at £3,250 per property.

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The kitchen programme was tendered in 2003 for a 3-year contract and won by our Operational Services Department (OSD). The contract is due for renewal in April 2006 and is included in the revised Procurement Strategy set out on page 21.

Kitchen Procedure and Tenant Choice (non decent homes prioritised)

We recognise the need to offer our tenants a choice in the works to their homes, hence the introduction of a Kitchen 'Key Fact' Sheet to inform tenants of the process involved and the following procedure:

- Letter sent to household in advance explaining that property is due for improvement with Kitchen Fact Sheet included.
- Kitchen supplier and designer arrange an appointment.
- Home visit and design service by kitchen supplier
- Tenant to choose from 4 colours and style ranges
- Contractor makes an appointment to start works
- Satisfaction survey on completion
- Further 6 months inspection for any defects.

Flat-to-pitched and shallow pitched re-roofing

The picture below shows a long-term solution to flat roofing problems with the added bonus of being more aesthetically pleasing. The scheme is based on modern methods of construction using prefabricated roofing sheets, thereby reducing construction periods on site. When completing our very first scheme using this method, this form of construction was considered innovative and was not common practice. The programme has been included within a British Research Establishment (BRE) Best Practice publication.



Environmental improvements

The improvements to neighbourhoods, as well as properties, featuring in the Lincoln Standard will contribute to local regeneration and sustainable communities. This includes environmental improvements, security measures and a commitment to increasing tenant and resident participation.

In the past our estates have benefited from an extensive fencing and footpath improvement programme. However, environmental improvements are not part of the Decent Homes Standard. The higher Lincoln Standard agreed by tenants includes secure boundary fencing to vulnerable communal areas.

Door entry systems

Security is always a concern and tenants in blocks of flats value door entry systems. We have installed systems to various flat blocks with communal hallways in the past.

Although Door Entry Systems fall outside the definition of the Decent Homes Standard it is a priority for tenants within the Lincoln Standard.

Asbestos

Specialist consultants undertook a 10% sample asbestos survey in 2004, including defined archetypes and the sheltered housing schemes. This has helped us to develop our Asbestos Register by means of extrapolation.

Due to the seriousness of asbestos issues and the anticipated anxiety of our tenants, an Asbestos Fact Sheet was produced and distributed to all of our residents, providing useful facts and information.

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We have included a budget within the business plan to allow for the management of asbestos as part of our planned maintenance programmes.

3.3 Cyclical maintenance

Electrical, Fire precautions, Lift works and servicing frequencies

Following the introduction of new electrical legislation in January 2005, we recognise our duty as a Landlord to test electrical installations in our properties on a rolling 10-year programme. Due to the specialist equipment and time involved it is proposed to use an external contractor to carry out the testing for a pilot scheme during 2005/2006.

We also recognise that the electrical testing will generate electrical upgrading works and this will be monitored on a month-by-month basis.

Fire detection systems, emergency lighting and smoke/heat detectors were installed in our sheltered housing schemes in the late 1980's. We have recently upgraded the systems and have allowed for an annual budget to maintain these systems accordingly.

There are 9 passenger lifts in total. 6 No. serve the multi-storey blocks (2 No. in each block) and 3 No. serve our sheltered housing buildings. Regular programmes of refurbishment take place to ensure compliance with the Disability Discrimination Act (DDA) including updating controls and replacements.

We recognise that annual servicing is an important feature of our work and have introduced budgets to clearly identify servicing works required. With this in mind we are currently producing servicing contracts to become 'smarter' in the way we work.

We also recognise the need to pay attention to detail and accurately record information with a view to health and safety, risk assessment and legislative requirements.

Servicing is carried out both in-house and by external contractors.

Servicing Type	Frequency
Domestic Gas	Annually and tested when property empty
Communal Gas	6 monthly
Electrical test and inspection per property including smoke detector testing *	10 yearly and tested when property empty
Emergency lighting and fire detection equipment *	Quarterly
Fire Extinguishers *	Annually
Warden Call Equipment *	Annually
Door Entry Systems *	Annually

*Note: * denotes new servicing contracts to be put in place for 2005/2006 and beyond.*

Gas Servicing

The Council has a responsibility as a Landlord to complete a gas service for any boiler or gas appliance on a 'calendar' year basis.

Gas Servicing is currently carried out by both internal and external contractors, divided into areas North and South of the City.

We have undertaken a complete review and following Best Practice guidelines, implemented a new procedure. We also created a robust database for management information on the Gas Servicing programme.

Servicing requires internal access to homes and, inevitably we sometimes encounter difficulties obtaining access to complete the annual gas service within the required timescale. Our procedures allow for the following:

- Contractor visits the property to carry out gas service
- When no one is at home, Contractor leaves an 'out card' requesting that tenant contacts Gas Servicing Team to make an appointment for a convenient time
- Should no contact be made within 14 days, a reminder letter is sent to the

tenant reminding of the need to carry out the service and again requests that tenant contacts to arrange an appointment

- Following a further 14 days, should no contact be made a further letter is sent. This reminds the tenant of our legal requirements to service and that should they not allow us access, they could be in breach of the legislation. They are asked to contact the Gas Servicing Team and should they not do so within a further 14 days, the case will be referred to our Solicitors for action.
- Should no contact be made within the 14 days, the property is referred to our in-house solicitors to commence with legal proceedings to obtain a Possession Order from the Courts.

In all of the above process, vulnerability checks are completed between the Gas Servicing Team and Tenancy Management to ensure that access is obtained without the need for Court proceedings.

Other initiatives include a proposed automatic 'pop-up flag' on the new Universal Housing Management System to enable Helpdesk staff to see that a gas service is required on their computer screen when receiving a call from the tenant. This will enable us to undertake the service at the same time as other trades complete work in a property.

Painting

Our painting programme is based on a 5 year rolling programme and is undertaken by external contractors. We have seen the amount of cyclical painting work reducing over the past few years. We will continue to replace with PVCu windows, fascias, soffits and rainwater goods as budgets allow. This will in turn reduce the painting requirements and reduce ongoing maintenance costs.

3.4 Disabled adaptations

We work very closely with Lincolnshire County Council, Social Services to allocate priorities on referrals for adaptation works. We recognise the importance of this work and have allocated responsibility to a dedicated Technical Officer for the service.

For larger schemes we often undertake joint visits with Occupational Therapists. In this way we are able to establish a practical technical solution to a medical problem. This 'front end' surveying approach helps to alleviate many problems during the overall process.

The degree of work required ranges from extension, conversion and adaptation to smaller items such as grab rails.

3.5 Current Procurement Strategy

Traditionally much of this work has been tendered and won in open competition on the basis of smaller contracts packaged on each component element (e.g. doors, windows, roofs, kitchens etc.).

In December 2004 we appointed a Procurement Consultant, LMC Partnership Ltd. to guide us through the potential procurement options available, including Partnering contracts.

The Council's Executive in August 2005 approved a revised procurement strategy based on:

- All kitchen and bathroom renewals together with all similar associated internal works to achieve the Decent Homes Standard should be packaged in one contract and be let on a partnered basis with a 5 year contract duration sufficient to deliver the Decent Homes programme.
- Similar but separate contracts be established for window and door replacements and re-roofing works.
- Two contracts in respect of gas works comprising a single contract for gas servicing and maintenance and a further contract for central heating and boiler renewals. These contracts to be let on a 3 + 2 year partnered basis based on an averaged property cost providing a service level equivalent to an enhanced '3 Star' type. Specification and contract conditions will require the contractor to be responsible for the majority of the compliance management with the Council's role concentrating on monitoring performance.

LMC Partnership have been engaged to support the delivery of the new procurement contract to be implemented in April 2006.

The revised procurement strategy is expected to deliver significant efficiency savings in the order of 10% on current practice.

3.6 Our view on Partnering and a Revised Procurement Strategy

The proposed revised major works and planned maintenance procurement strategy will enable the Council to:

- Deliver a £11m programme per annum
- Set and control the budget both annually and for the duration of the Decent Homes Delivery Programme 2006-2011
- Plan the works efficiently and effectively
- Reduce supervision and management costs
- Allow a greater emphasis on monitoring performance and quality to improve customer satisfaction
- Allow a single focus on delivering Decent Homes Standard to underpin the Council's Stock Retention Strategy and meet Government targets

In order to give effect to the proposed procurement strategy, a number of issues will also be addressed: -

- A review of the number of managerial / administrative staff will need to be undertaken and current levels and ratio's addressed to bring these in line with costs and revised working practices.
- Working practices and critical staff knowledge and training systems must be given focus to ensure commonality and best practice
- Meaningful and agreed performance information must be defined, captured and utilised in a performance management and effectively enhancing manner.
- A partnering procurement strategy will need to be adopted to drive efficiency and savings into the process.

3.7 Delivery of our capital and revenue programme

Capital and revenue expenditure for 2003 to 2005 is as shown in Appendix '1'.

A five year planned investment programme (2006-2011) is set out at Appendix '4' and a projected 30 year programme at Appendix '5'.

The Housing Revenue Account 6-year estimates are set out at Appendix '10'.

The figures shown in Appendix '10' commence with a revision on the approved HRA estimates for 2005/06, as shown in Appendix '9'.

3.8 Repairs and Management

The increased capital investment programme of £11 million per annum to 2011 will reduce the need for revenue expenditure on responsive repairs. We plan to reduce the expenditure in the repairs service by £1.2 million over the next 5 years.

The revised Financial Strategy set out in section 11 identifies that we need to make a further saving of £0.3 million over the next 5 years.

4. Running an efficient and effective responsive repairs service

4.1 Who does the repair and maintenance work?

The Council directly employs approximately 120 skilled trade operatives working primarily on housing responsive maintenance, gas and electrical work. The same team also provides an emergency repair (24:7, 365 days) service.

The increased capital investment programme 2006-2011 is anticipated to have a major impact on the level of demand for responsive repairs. It is predicted that the responsive repair costs will reduce over the five-year period by £1.2 million.

The Council is embarking on a major programme of change to modernize the OSD to respond to the need to reduce ongoing revenue costs on responsive repairs. This programme of change will include:

- A craft development scheme (upskilling / bonus to salary / performance / productivity / apprenticeships)
- Stores / purchasing
- Close and centralize depots
- Mobile working
- Much smaller, better paid, more highly trained, highly skilled, multi-task, work force.

The OSD and SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

A SWOT analysis for the OSD has been completed in conjunction with LMC Partnership and shows the following:

Strengths

- An experienced and skilled manual workforce
- Labour, plant and depot assets

Weaknesses

- There is a high cost per works order
- The current bonus structure is not driving productivity

- There is a lack of useful or used management information
- Lack of performance management
- Multi-site solution creates additional overheads

Opportunities

- There is a lack of skilled labour in the market place
- Diversification of the type of work undertaken to possibly include areas within the private sector or other authorities
- Partnering with current and future suppliers to gain contact work

Threats

- Diminishing revenue and finding needs to drive efficiencies into processes
- Private sector companies being active in the market place creating a value for money focus and true competition in service supply

We are currently investigating opportunities available for the OSD for alternative procurement methods and practices.

4.2 Responsive & void property maintenance

Urgent repairs and emergency out of hours work

This is undertaken directly by the in-house operatives (OSD) using a Schedule of Rates system. In 2004/2005 91.1% of urgent repairs were completed within prescribed government time periods.

The OSD provide a rota-based standby and call out service for all trades. We use local sub contractors to give additional support during busy periods.

We see this emergency service as highly important and the same service is available to other corporate buildings within the Council and is a valued part of our in-house repairs portfolio. This also supports collaborative working best practice and saves other corporate services paying premium rates for something they only require now and again.

We have one large 'stores' facility based at our main depot and two smaller stores

HRA Business Plan

based at our sub-depots. Some vans also carry impressed stock to cover most eventualities. A range of boilers and parts are retained at the depot and replenished on use.

We will be reviewing the stores function during 2005/2006 in line with our procurement option process and the 'Gershon' agenda.

Non-urgent repairs

As we are increasing our planned maintenance programmes, it is expected that the non-urgent repairs will generally decline in line with our projected figures for the Business Plan. Consequently it is expected that this will allow more investment through replacement and refurbishment programmes.

Non-urgent repairs are either undertaken in the main by our in-house operatives or external contractors in specialist areas such as door entry systems, or as demand necessitates.

Repairs priorities

Priorities range from 'Within one day' to 'Within twenty eight days'. Some are directly linked to Right-to-Repair timescales. Appointments are offered for repairs that are non-urgent.

Repairs receipting & customer satisfaction

Repair receipts are issued automatically following the raising of a job ticket, and sent by post with a pre-paid customer satisfaction questionnaire. The receipt indicates where the repair is a qualifying 'Right to Repair' order.

Repairs pre & post inspection and quality

Pre Inspection visits are undertaken by both Property Inspectors and Supervisors depending on the type of repair. This is for work difficult to specify or diagnose from a telephone call with a customer, also where major works may be required.

Post inspections are randomly selected for 10% of all jobs and also every job over £1,000.

By ensuring that Supervisors undertake post inspections we have increased the percentage of post inspections from 6.06 % to above 12%.

Empty property (VOID) performance

There are a range of Local Performance Indicators to measure empty property performance, namely-

- Average turn round time between tenancies;
- Average time to complete void repairs, and
- Average cost of Void.

A Minimum Letting Standards was introduced following approval by the Tenants Advisory Panel on 18th March 2003 and Executive Committee on 28th April 2003. The number of voids has been historically high in Lincoln but this has seen a decline in the recent years. In 1998/99 levels reached an all time high with 1435 voids (15.8% turnover) compared to 813 (9.9%) in 2004/05

Cost of repairs per dwelling per week

Although this was previously measured through a Best Value Performance Indicator (BVPI65(b)), which has since been deleted, the Council has kept this a local PI.

Our average cost per property per week for 2003/04 of £14.67 was in the bottom 25% of Local Authorities. The performance in 2004/05 improved marginally to £14.40. Our target is to reduce this by making savings of £1.2 million on the responsive repairs budget over the next 5 years.

4.3 Our repairs call handling

All repair calls are received at the Housing Helpdesk where appointments are arranged and orders processed. Orders that require a pre- inspection are entered onto the inspector's screen where they are extracted by a maintenance officer in advance of a visit. All other repairs are tasked and passed to the OSD electronically at the end of the day.

During out of office hours the calls are automatically transferred to LINCARE (the Emergency Alarm Contact Centre) where the operator will contact the duty workman. This ensures that no customer is left in distress where an emergency arises.

A 'Reporting Your Repairs' handbook for tenants includes diagrams to allow easy diagnostics of many repairs by reference numbers. The person receiving the call at the Helpdesk also has this facility available on the electronic repair finder, which interfaces with our 'Inhouse' housing management system. This facility is being reviewed with our upgrade to the Universal integrated system.

Tenants can also report repairs on the Council's website at www.lincoln.gov.uk

4.4 Repairs by appointment

Appointments are offered on the basis of a morning or afternoon (avoiding normal school runs), for all non-urgent repairs.

Although the take up of appointments is generally low the performance rate of meeting the appointed times is 98%.

We have been monitoring our repairs by appointment as a national performance indicator through BVPI 185. Although this BVPI has now been deleted it has been maintained as a local performance indicator.

5. Performance Management and Procurement

5.1 Benchmarking & sharing good practice

The Council strives to be a learning organization and we are members of the Housemark Benchmarking Service, which provides a range of services through a website, including:

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

Sharing repair and maintenance best practice and benchmarking is used widely. As part of The CWOIL Best Value Benchmarking Pilot we set up a joint best practice group along with Cambridge, Welwyn Hatfield, Garden City, Oxford and Ipswich District Councils. The group was used 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. Further to this we were able to benchmark our repairs and voids Schedule of Rates through the DWF.

Being members of Housemark allows invaluable access to many sources of Best Practices and forums.

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

5.2 National Performance Indicators

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.

Some of the 2002/03 BVPI's remain the same for 2003/4 and those relating to this document are detailed below. Many of the former BVPIs have been retained as local performance indicators, which are featured further on in this section.

We have in this report used the last available National Benchmark figures for 2003/04 but have also given a commentary on Lincoln's performance for 2004/05.

A full list of our performance for the year 2004/05 compared to previous years is available in Appendix 6.

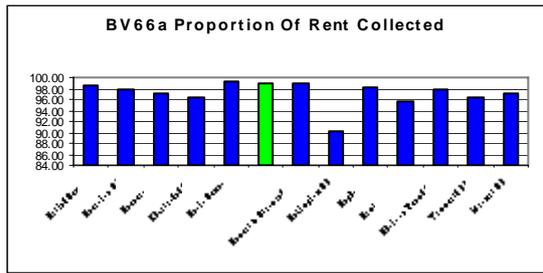
The following data shows published audit commission data using 'Housemark's' data from the 'Midlands Benchmarking Club'. And reflect our performance against all English District Councils.

BV 63 - Energy Efficiency - the average SAP rating of local authority owned dwellings

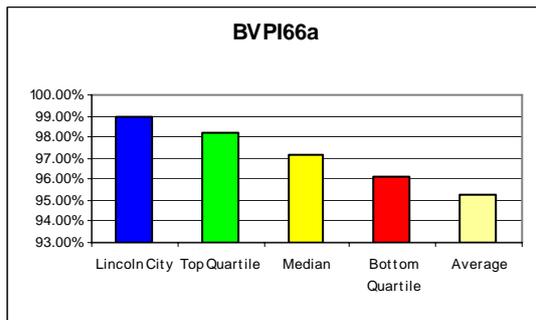
Our performance at 31st March 2005 is average SAP rating of 68 and we remain in the top 25% of all council's for performance. To allow for continuous improvement targets for the next 3 years an increase has been allowed for future years. However it is recognised that significant investment would be required to make improvements to the SAP rating beyond our 2006/7 target of 70.

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 specific arrears targeting at certain times during the year. The rent collection rate for 2003/04 was 98.92%, which was in the top 25% of Councils

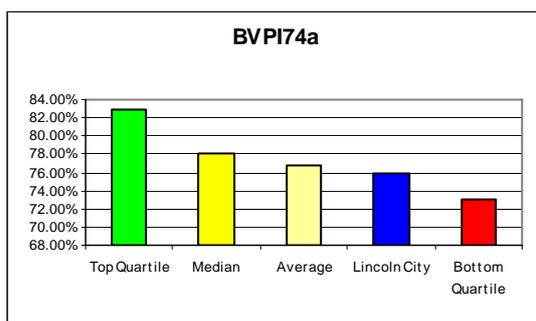


Performance in 2004/05 was 98.9%



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

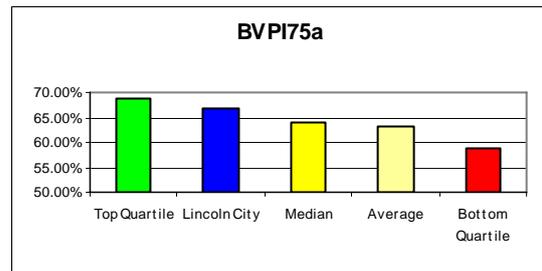
The latest STATUS Tenant Satisfaction Survey was conducted early in 2004 and whilst the overall figure is 4% down on the previous time this satisfaction level was measured, the trend is in line with similar surveys carried out elsewhere in the country. The pleasing factor was the higher satisfaction levels from BME (Black & Minority Ethnic) groups.



BV 75 - Satisfaction of tenants for arrangements for participation in management and decision making.

The satisfaction level in this area was 67%, which was 2% outside the top quartile. This indicator is sometimes difficult to compare because authorities carry out surveys at different times. However this compares

with the 71% when the survey was last undertaken in 2001

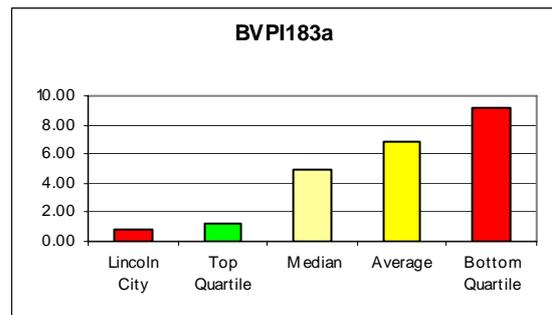


BV 164 - Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment?

Yes. - The department's procedures for tackling racial harassment have recently been reviewed, continuing to ensure that the code of practice is followed.

BV 183 - The average length of stay in (i) bed and breakfast accommodation and

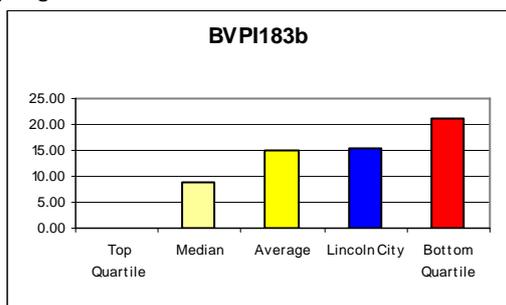
Bed and breakfast accommodation is used in cases of emergency and the Governments target is that where this is the case it should be no more than 6 weeks. The actual figure recorded for 2003/04 was 0.84, which was well into the top quartile. In 2004/05 this rose to 2.41 weeks.



(ii) hostel accommodation

In 2003/04 the average length of stay was 15.25 weeks and increased to 19.3 weeks in 2004/05 Whilst a disappointing figure it is perhaps reflective on the market in Lincoln at present. There is a bottleneck in the Homeless Hostel owing to a lack of supply of adequate suitable accommodation. New initiatives are being pursued including leasing properties in the private sector, rent deposit scheme and

bids to the Lincolnshire Supporting People programme.



BV 184

(a) The proportion of Local Authority homes, which were non-decent at 1st April 2005

(b) The percentage change in proportion of non-decent homes between 1st April 2004 and 1st April 2005.

22.17% of homes were non decent at 1st April 2004 improving to 21.4% by 1st April 2005. At the 27th May 2005 83% of our homes complied with the Decent Homes Standard.

BV 185 - Percentage of responsive (but not emergency) repairs during 2002/03, for which the authority both made and kept an appointment.

The percentage for 2004/05 was 20.25% and saw an increase from 19.45% and 16.65% over the previous 2 years. The percentage of appointments kept of those made was 98%. This PI has not been seen as truly reflective of the service and as such has been deleted as a national PI from 2005/06. However we intend to carry on measuring our performance in terms of those appointments made, and how many were kept.

5.3 Local Performance Indicators

There are also several local PI's within our range of housing services. These are tabulated for easy reference and shown at Appendix 6. This information is reported regularly through the Council's Performance & Corporate Performance Overview and Scrutiny Committee.

6. 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 tenants and residents 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.

6.1 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.

In March the ODPM issued revised guidance for Tenant Participation Compacts (see below) and as part of its implementation the Tenant Empowerment Strategy will be revisited.

6.2 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 and The Audit Commission Inspection Report (Sep 2003) quoted that "there is an

extensive Tenant Compact information pack for tenants which is comprehensive and attractively packaged" (a copy can be found on the councils website www.lincoln.gov.uk).

Local compacts may cover a wide range of housing, from whole estates down to individual blocks of flats or schemes such as sheltered accommodation. We have developed two local compacts with tenants at a sheltered scheme and a warden-assisted scheme. These are both under review due to the implementation of the supporting people programme.

6.3 City of Lincoln Council Tenant Advisory Panel

The Tenant Advisory Panel (TAP) is a group that represents 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.

From its membership the TAP elects 2 members to sit on the Housing Overview and Scrutiny Committee as advisors.

6.4 Leaseholder involvement

There is one seat on TAP for a leaseholder. Recent attempts to establish a specific group for leaseholders have not been successful owing to the small number of leaseholders. However, this remains a challenge and will be included in the Tenant Participation action plan being developed as part of the review of the Tenant Compact

HRA Business Plan

6.5 Management of tenant consultation and participation

The Audit Commission Inspection Report (Sept. 2003) quoted...

" There is an established tenant participation structure in place with a range of methods in place to allow tenants to participate in the Housing Service at different levels. The Council is clearly committed to increasing the involvement of tenants in decision-making and determining service delivery. The Tenants Advisory Panel is well informed by the Council but is not yet influencing decisions, particularly in relation to investment, at an early stage in the decision making processes".

Service Improvement Panels

As part of the Landlord Service Best Value action plan the Council set up Service Improvement Panels (SIP's) made up of about three to four tenants on each to look at different service areas. These panels are continuing and have expanded. Currently there are SIP's for Tenancy, Maintenance of homes, Estate Environment, Special needs, Allocations, BME and Helpdesk.

SIP's have encouraged more tenants to participate perhaps because it is less commitment than for an association.

Tenants on TAP told the inspectors: *'The SIP's seem to have drawn people in who wouldn't normally get involved'*.

The Council has also established a black and minority ethnic tenants SIP.

Resources

The Tenant Participation Budget for 2004/05 is £111,120. This funds, among other things, tenants training, conferences, meetings, promotion and publicity and HomeLink (the tenants and leaseholders newsletter).

The Council employs a dedicated Tenant Participation Officer to support tenant / leaseholder involvement. This officer is supported with a team consisting of a Tenant Forum Facilitator and a Tenant Liaison Officer.

Performance Management

Performance of the Housing Service is monitored quarterly by the TAP in line with the Council's Committee reporting cycles.

The latest Tenants Satisfaction Survey (2004) indicated that 67% of tenants were satisfied with arrangements for participation in management and decision making.

The many issues of concern and interest that have been discussed and agreed through Service Improvement Panels and TAP are listed in Appendices 7 and 8.

7. Providing Effective Tenancy and Leasehold Management

7.1 Tenancy Enforcement

The problem of neighbour nuisance and anti-social behaviour is a major issue both nationally and locally. Every effort is made to ensure that the tenancy enforcement service is reflective of issues of concern to tenants. The Council takes this matter very seriously and is consequently willing to look at various enforcement mechanisms.

In 2003/04 a dedicated Tenancy Enforcement Team was established which demonstrates how seriously this issue is taken.

A Tenants Service Improvement Panel works alongside officers to monitor progress and this group have been instrumental in agreeing a new service standard.

The tenancy enforcement role is integral to the key front line service that all tenants and other customers of the service will either call upon, or be affected by, at some time or other.

We use 'Introductory' tenancies for all new tenants and a substantive review of the Tenancy Agreement is scheduled to take place in 2005/06.

The Council corporately has established an Anti Social Behaviour Team in partnership with Lincolnshire Police to deal with cross tenure issues.

7.2 Neighbourhood Management

Neighbourhood Management places the ideals and principles of the Local Strategic Partnership (LSP) into sharper focus at a neighbourhood level by joining-up delivery of mainstream services and pilot projects on the ground through a Neighbourhood Manager. The Neighbourhood Office can therefore represent a place to turn to in times of need on an individual level, or conversely, represent community strength through the setting of service level agreements via devolved budgets.

Between 2000 and 2003, central government piloted Neighbourhood Management through the provision of £45 million funding and two rounds of pathfinders. Unfortunately, Lincoln was not selected for pathfinder status and the LSP has therefore funded Neighbourhood Management pilots using NRF monies in 2002/3 and 2003/4. In Moorland ward, the LSP has been aided by the City Council (Department of Housing and Community Services) through the free provision and renovation of premises at Fulbeck House and the secondment of staff.

8. Rent Collection and Rent Arrears

8.1 Collecting Rents

It has always been a priority to maintain a high performance on the collection of rent and the recovery of rent arrears. Information in section 5 on performance management shows that this has been carried out successfully.

Tenants can pay their rent in the following ways:

- By cash or cheque through any post office in Lincoln
- By cash, cheque, credit card or debit card through City Hall Payments Office
- Using a Visa, Mastercard, Switch, Solo, Delta card on the Council's website
- By cash or cheque through a bank
- By cash or cheque through any PayPoint facility
- Through a post office by Girobank account
- Through a bank by standing order or direct debit
- Deductions from wages or salary (for City of Lincoln Council employees)

8.2 Recovering arrears

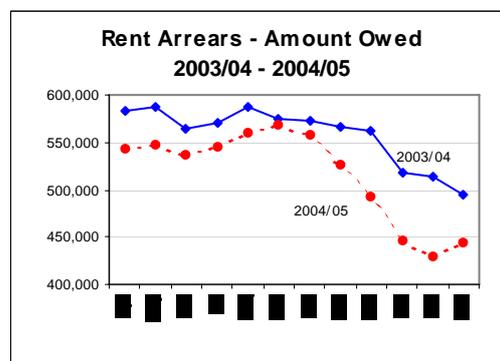
A Rent Arrears Recovery Strategy was approved and introduced in December 2001. To compliment this strategy a Corporate Debt Recovery Strategy ('Get in touch, not in debt') was agreed in January 2005. Officers have worked with colleagues in the Directorate of Resources to produce a protocol for the collection of Former Tenants Arrears.

We use a range of tools to encourage tenants to pay arrears including radio adverts and advertising on buses (example below)



As the graph below shows, there has been continuing success in meeting this priority. More recently, total rent arrears dropped significantly, a position that we now want

to maintain. As a percentage of the rent roll, current arrears at the end of the year was 2.33% compared to 2.65%, 3.10% and 3.08% in the previous 3 years.



8.3 Housing Benefit

An important service to tenants, and one that can have a significant impact on the collection of rent and arrears is that of the housing benefit service. The Housing Benefit service is administered by the Directorate of Resources. Speedy and efficient processing of housing benefit claims can ensure the avoidance of any unnecessary recovery action whilst also reducing rent arrears.

In the year 2004/05:

- the average time taken to process new claims was 38.49 days. Although a slip from the 2003/04 figure (32.57 days), it compares favorably with past performance (54.33 days in 2002/03).
- 69.16% of new claims were processed within 14 days. Year on year improvements in this area have seen this increase from 48% in 2002/03 and 53.98% in 2003/04.

9. Ensure Effective Management of Estates and their Environments

9.1 Estate management

As well as maintaining individual properties, we recognise the importance of maintaining the wider environment in which the housing stock is situated in order to create and maintain sustainable communities. Lincoln has seven main housing estates ranging in sizes plus various concentrations of properties within the City Centre. Estate management is therefore concerned with keeping the localised communal areas maintained and tidy. In the majority of instances this requires the efficient maintenance of grassed areas and the quick removal of abandoned cars and any fly tipping.

In some areas tenants are involved in estate inspections. These take place in several different formats from informal walkabouts with estate staff and councillors to more formal scheduled estate inspections.

10. Delivering Efficient & Effective Sheltered Housing Services

10.1 Sheltered Housing

There are 1148 units of sheltered accommodation, 752 in Category 1 (dispersed groups), 251 in Category 1.5 (grouped schemes) and 145 in Category 2 (sheltered schemes). Tenants in Category 1 are visited twice a year or more frequently depending on the individual needs of the tenant. All schemes have 24-hour access to the Control Centre or a warden.

Tenants living in Category 1.5 and 2 have the benefit of a resident warden and are contacted weekly or daily respectively. The facilities available at individual schemes vary and are detailed in individual scheme leaflets.



Sheltered housing at Derek Miller Court (left) and grouped housing at St Clements Court

10.2 LINCARE 'Central Control'

The Council has operated an Emergency Control Centre since 1984. The service is delivered alongside the warden service to deal with out of hour's emergency referrals. The service is also available to other organisations and there were 5988 connections to the control centre (as at 01/04/05) with approximately 7369 calls being handled each month. Customer organisations and tenants confirmed their satisfaction with the service during a survey carried out in November 2004.

10.3 Supporting people

As part of the Government's 'Supporting People' agenda close co-operation with colleagues from the Social Services Directorate, together with staff from the Directorate of Resources, resulted in the introduction of the Supporting People Grants system. The nature of the system - separating rent from the support element - will undoubtedly result in tenants assessing the various elements to see if they represent good value. This will be monitored to see if there are any significant consequences.

The Supporting People programme requires all supported housing to undertake an assessment against a Quality Assessment Framework (QAF). The Council's sheltered housing schemes have been assessed at category 'C'.

10.4 Further review

A number of factors have combined to indicate that a fundamental review is required of sheltered housing. A number of prompts came from the Housing Strategic Services Best Value suggesting:

- a review of standard of stock in line with the Supporting People objectives
- a review of the roles of scheme managers and mobile wardens, and
- a contribution to the County Wide older persons review.

A Business Plan for the Lincare service is also necessary to market the service and to diversify into other products.

11. Housing Finance

11.1 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 as a result of pressure on Housing Subsidy. Housing Subsidy is an amount of money paid to the Council by the Government to help us provide housing services and adds to the rent income we receive from tenants. Reserves have gradually been reduced in recent years as a result of these pressures.

Very recently however, the position has changed as the Government has carried out a major redistribution of subsidy monies around the country; the result is that Lincoln now has a far more sustainable HRA for the future than when we looked ahead 3 years ago. This has allowed us to develop a sustainable Business Plan to deliver both the Decent Homes Standard and the services tenants need over the longer term.

This does not mean however that we do not need to change the way we provide services in order to make the plan work. If we keep things just as they are, we will not have enough money to meet the investment needs of the housing stock and need to make savings on day to day services if we are going to be able to meet these investment needs.

Elsewhere within this Business Plan, we have set out our 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:

- To bring all of our homes up to the Decent Homes Standard in a comprehensive and sustainable way by 2010.

- To reorganise the way we provide day to day repairs services to make substantial savings in running costs to allow us to put make extra revenue resources into capital works (called Direct Revenue Financing) to go beyond the Decent Homes Standard to deliver the Lincoln Standard by 2016.
- To 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.
- To utilise where appropriate resources from the disposal of land and other non-dwelling properties we hold to put into the stock.

11.2 Lincoln's approach

The Council's approach to setting out its financial plans is through a 5 year Financial Strategy. We have 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 which has been completed and is being submitted to GOEM under separate cover. Copies of both models are available from the contact points set out in appendix 11 to this plan.

30 years is a long period and we need to make some assumptions about the way in which the finances will change over this period. Our key assumptions are scheduled below and include for inflation at 2.30% for 3 years from 2006 to 2009 and then 2.25% per year in the longer term.

11.3 Property numbers

On 1st April 2005, we had 8,138 properties. Right to Buy sales have been very high recently in Lincoln driven primarily by the buoyant local housing market. There are signs however that the high point has been passed and compared to over 150 sales 2 years ago, sales in 2004/05 reduced to 137. In the first quarter of 2005/06, sales activity reduced further and we are now projecting 100 sales this year. We further project that this will continue for 3 years

then sales will continue to reduce gradually by 10 a year to 2016 then by 5% a year over the longer term. We project that we will have just less than 7,000 properties in 30 years time.

11.4 Rents and income

We have assumed that our rents will converge to the formula set by the Government under its rent-restructuring regime by 2011/12. In 2005/06, our average rents are £45.22 and these will increase to a projected £54.90 by 2011/12. This represents an average rent increase each year of 3.8% although the precise rent increases for individual properties will vary around this average. The national level of rent increase is assumed to be 1.5% above inflation from 2006 to 2011/12 then 0.5% above inflation per year thereafter.

We have very few services, which could be charged for separately as service charges and therefore have not included plans to further introduce service charges in the income forecasts although this will be reviewed.

Rent lost through properties being vacant is estimated at 1.57% for all 30 years and income lost through having to write off rent arrears as uncollectable are around 2% for all 30 years.

11.5 Housing Subsidy

The recent changes (set out above), which were introduced as a result of the Government's policy of rent restructuring, have led to a much-improved position compared to the recent past. Within the subsidy calculation, the Government gives Lincoln allowances for Management, Maintenance and Major Repairs. In line with national policy, we have assumed that our management and maintenance allowances will increase by 2% more than inflation each year to 2012 to compensate for losses through rent restructuring

(thereafter by inflation only) and that Major Repairs Allowance will rise by inflation each year.

11.6 Management costs

The costs of running day to day services are set to increase by slightly more than inflation each year (as a result of pay policies within local government as a whole) – 0.5% per year. We need to make savings of around £300,000 per year over the plan period from 2006 to 2011 and these have been allowed for in the financial plan.

11.7 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. Recent work undertaken on the Stock Condition Survey suggests that we need to cut back on what we spend on responsive repairs and re-direct the money saved into longer term planned programmes, which give better Value for Money.

We plan to reorganise the repairs service over the plan period and have allowed for savings of £1.2m. If we need to spend money first in order to save money in the future, we have also allowed for this in our plans.

11.8 Capital investment

The outputs from the Stock Condition Survey recently revised and updated puts us in strong position to estimate future costs over the long term.

We need to make allowances both for inflation (which includes an extra 1% per year to 2011 to allow for increased costs in the building industry over that period) and for reductions in the amount we need to spend as a result of Right to Buy sales. Our projected costs over 30 years are shown in table below.

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Capital Investment Requirement Summary

	5 years	25 years	30 years
	2006-11	2011-36	2006-36
	£'000's	£'000's	£'000's
Decent Homes Standard	38,510	139,970	178,480
Health & Safety requirements	2,310	9,905	12,216
Contingent major repairs	3,041	5,710	8,750
Multi storey works	0	4,527	4,527
Mechanical & Engineering works	571	3,002	3,573
Estate works	602	2,656	3,258
Aids and adaptations	1,368	7,545	8,913
Lincoln Standard *	9,296	13,507	22,803
Total programme	55,698	186,822	242,520

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

The capital programme for the 5 years to 2011 will therefore be £55.7m and over £242m over 30 years. This level of programme represents a substantial increase on recent expenditure levels (for example over £11m per year for the first 5 years compared to a current programme of around £6m) and we are putting in place new procurement arrangements to be able to start works on site from April 2006 (see section 3).

11.9 Lincoln's Business Plan – resource summary

The combination of rent increases from rent restructuring, increased housing subsidy compared to the recent past and savings in day to day management and maintenance expenditure will allow us to generate additional resources for capital investment of nearly £12m over 5 years to 2011 and nearly £51m over the 30 year period, whilst continuing to maintain a healthy level of balances within the HRA (£1.25m).

The business plan forecasts are shown in detail at appendices '4', '5' and '10' and are summarised in the following tables.

Projected Housing Revenue Account Summary

	2006.07	2007.08	2008.09	2009.10	2010.11	2035.36
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
Rents and income	19,753	20,150	20,552	20,958	21,372	38,863
Housing Subsidy	338	266	137	41	-360	-5,833
Total income	20,092	20,416	20,690	20,998	21,012	33,030
Management and other costs	5,856	6,070	6,231	6,413	6,493	12,725
Day to day repairs	6,024	6,058	6,232	6,045	5,993	10,453
Major Repairs Allowance	4,534	4,582	4,629	4,676	4,720	7,438
Debt charges	1,722	1,814	1,783	1,750	1,455	1,477
Total expenditure	18,136	18,524	18,875	18,883	18,661	32,093
Surplus in each year	1,955	1,892	1,814	2,115	2,351	937

HRA Business Plan

Projected Capital Programme and Resources summary

	5 years	25 years	30 years
	2006-11	2011-36	2006-36
	£'000's	£'000's	£'000's
Total programme to be funded	55,698	186,822	242,520
Major Repairs Allowance	23,140	139,948	163,089
Supported Capital Expenditure	5,000	0	5,000
Cumulative and in year RTB receipts	9,614	7,991	17,604
Land and other receipts	6,025	0	6,025
Direct Revenue Financing	11,919	38,929	50,848
Total funding	55,698	186,868	242,565

Sensitivity analysis

As with all projections, we need to think about the risks, which arise if any of our assumptions needed to be changed, particularly in the short-term period to 2011 and during the delivery of the Decent Homes Standard. We have therefore analysed a series of sensitivities and have set out the outcomes below.

The first area of sensitivity is around things we cannot control, such as government rent and funding policy and inflation in general. The impact of the changes in these factors is set out in the table.

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.

Sensitivities Analysis

	Change in in-year surplus in 2010/11	Change in net capital resources available	
		5 years	30 years
	£'000's	£'000's	
Business plan forecast	2,351	55,698	242,565
Inflation 3% not 2.25%	35	-382	-2,253
Building inflation 2% for 5 years not 1%	0	-1,661	-10,842
Subsidy allowances rise 4% to 2012	-1,277	-3,707	-39,167
Subsidy allowances rise 0% to 2012	1,379	3,905	54,721
Rent increases 2% nationally not 1.5%	-12	-17	-365
Voids 2.5% not 1.57%	-87	-488	-3,274
Only achieving half the planned savings	-790	-2,912	-27,318

The table shows that the most significant risks to our plan comes from Government Subsidy policy, building cost inflation and our ability to deliver the planned savings we need. In all of the cases above, 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 and maintenance of Decent Homes over 5 or 30 years;

- 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 are

HRA Business Plan

robust, certainly in the forthcoming critical period to 2011.

Summary

The financial forecast has become more sustainable than in the recent past arising from the national increase in subsidy for 2004/05 and 2005/06 and Lincoln receiving a growing share of subsidy resources. The forecast is sustainable with surpluses throughout the next 30 years providing we can make savings of £1.5m on day to day services to help provide extra capital investment to meet the Lincoln Standard and maintain the Decent Homes Standard over 30 years.

12. Stock Options Appraisal

The Government published 'Sustainable Communities: Building for the Future', known as the Communities Plan, on 5th February 2003. One of the key proposals of this document requires authorities to produce a rigorous and objective stock options appraisal by July 2005. Furthermore, if investment through the Housing Investment Programme is insufficient to meet the Decent Homes Standard by 2010 then authorities will be required to choose between stock transfer, arms length management organisations (ALMO) or PFI, and will not be able to obtain additional investment through any other route.

Outcome of the Council's Option Appraisal

The Council concluded a Housing Stock Option Appraisal in June 2005 and has submitted the Appraisal for 'sign off' by the Government Office for the East Midlands.

The Council has chosen to retain the housing stock with existing management arrangements to deliver 'Decent Homes'. The Council believes that to achieve the level of investment required to meet the Decent Homes Standard within prescribed timescales and in the longer term achieve the higher levels of investment required to meet the tenant aspirations via the Lincoln Standard it will need to:

- Allocate all revenue surpluses as Direct Revenue Financing in the housing capital programme.
- Reduce management expenditure by £0.3m by 2010/11.
- Reduce repairs expenditure by £1.2m by 2010/11.

We will further examine the potential for limited unsupported borrowing funded from delivery of the above revenue savings to maximise the capital resources available to 2010/11 consistent with the minimum impact on achievement of the maximum resources for Direct Revenue Financing over the longer term to 2034/35

The Council will continue to monitor its revenue and capital position on a regular

basis and anticipates that within 5 years it will have to undertake a further option appraisal to ensure that it is still in a position to ensure that the decent homes standard and the Lincoln Standard can be maintained for the lifetime of the HRA Business Plan.

An 'Action Plan' has been developed and sets out how the City Council aims to achieve the targets to enable Decent Homes and elements of the Lincoln Standard to be met. The Action Plan is summarised in Section 13 of this Business Plan.

Housing Revenue Account

13. An 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 *"Improvement of the quality of life for residents by tackling environment issues and maximizing the inherent attractiveness of the City".*

Housing Strategy *"Improving Services and Standards for Council Tenants". – Initiate further work to support the Neighbourhood Renewal Strategy areas comprising Council Estates".*

Ref.	Objective	Proposed Action	Capital Resources	Revenue Resources	Target Date	Milestones	Outcomes / Evaluation	Responsible Lead Officer
1	Agree Strategy for Implementing Business Plan	Members Workshop Report to Executive			16/8/05 12/9/05		Minute of meeting	DHCS
2	Disposal of identified land / assets	Liaise with Property Team Evaluate Garage Sites	Raise £6.0m		1/4/07	Report to Executive	Woodfield Ave Phase 3 Ingleby Crescent Wellington Street Spring Hill Birchwood Shops	Head of Housing

HRA Business Plan

Ref.	Objective	Proposed Action	Capital Resources	Revenue Resources	Target Date	Milestones	Outcomes / Evaluation	Responsible Lead Officer
3	Report Progress on Business Plan	Report to 1. TAP 2. SIP 3. Housing O&S 4. Performance & Corporate Management O&S		Within existing resources	Ongoing	Report Quarterly to each of the groups	Minutes of meetings	Head of Housing
4	Reduce cost of housing management	Develop Action Plan		Within existing resources	December 2005	Report to Executive Target -£140,000 savings in year 1 £300,000 savings by 2010	Minutes of meetings. Vacancy management	Head of Housing
5	Reduce costs of Housing Management	Review Role of Estate Caretakers		Within existing resources	April 2006	Recommendation to Executive Jan 2006	Budget out-turns	Housing Manager
6	Maximise income / Reduce costs of Housing Management	Implement Service Charges for ancillary services such as Caretaking		Within existing resources	April 2006	Consultation with tenants completed 2004/05 Report to Executive	Budget out-turns	Head of Housing / Housing Support Services Manager
7	Sustainable Communities	Continue to support the Moorland Access Centre and review other areas for similar project work		Secondment of an Estate Officer	Ongoing	LSP review of Moorland Neighbourhood Management scheme	Report to LSP	Area Housing Manager

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. <i>“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”</i>
Strategic Plan	<i>“Delivering measurable progress towards more of our residents having decent homes to live in”</i>
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9	The Lincoln Standard (including the Decent Homes Standard)	Implement as much of the Lincoln Standard as possible following consultation with tenants	Allowed for in projected Capital Programme (see section 11)	£11.9m DRF	December 2016	Updated Plan completed April 2006 Annual target set. All homes to meet Lincoln Standard by 31/03/2016	Tenant consultation	Head of Maintenance & Investment
10	Implement Procurement Strategy for Capital Works	Appoint Consultants OJEU notice Contracts let		Within existing resources	Sep 2005 April 2006	Report to Executive 12/9/05	5 year contract let on partnering arrangements – April 2006	Head of Maintenance & Investment

HRA Business Plan

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12	Stock Condition Data	Complete rolling programme of Stock Condition Surveys		Salary cost approx. £45,000 per annum	December 2006	Standard agreed July 2004	Performance monitoring spreadsheet. Personnel's individual PanDA. Report to PMDMT on regular basis.	Head of Maintenance & Investment

HRA Business Plan

Area:	Repair & Maintenance
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HRA Business Plan

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HRA Business Plan

Area: Customer Feedback

The Golden Thread Improving arrangements for customer feedback.

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HRA Business Plan

13.1 Monitoring the Action Plan

The Action Plan identifies affordable actions with clear milestones and responsible officers.

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

Tenants and Leaseholders will play an active role in ensuring that the Action Plan is implemented. This will be done in two ways, in the first instance through individual Service Improvement Panels to monitor performance and quality of service and secondly to monitor progress more collectively through the Tenant Advisory Panel (TAP). Members of TAP have expressly requested to be actively involved in all aspects of this.

Elected Members will continue to receive quarterly reports through the Housing Overview & Scrutiny Committee on the general progress of the Business Plan Action Plan. Members of the Performance & Corporate Management Overview and Scrutiny Committee will continue to receive regular reports on performance against established Best Value and Local performance indicator.

Housing Revenue Account

13. An Action Plan for Delivering Our Priorities

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HRA Business Plan

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HOUSING INVESTMENT PROGRAMME EXPENDITURE
2003/04 & 2004/05

Project Name		2003/04 Actual £	2004/05 Actual £
<u>Cyclical</u>			
	<u>Contract</u>		
Lift Refurbishment	1288	68,135	0
Lift Maintenance - DDA Works	1386	0	161,763
Lift Renewals - St Boltolph, De Wint, Derek Miller	1424	0	52,148
Derek Miller Lighting		0	27,693
<u>Decent Homes</u>			
Re-roofing - Boultham Moor	1371	218,423	2,142
Re-roofing - Ermine		37,157	0
Re-roofing - St Giles	1376	134,517	3,420
Re-roofing - Westwick Drive/Gardens PH1	1398	0	278,694
Re-roofing - Westwick Drive/Gardens Ph2	1412	0	70,907
Re-roofing - De Wint Place	1388	27,234	692
Flat Roofing to Pitched . Ermine East	1366	0	488,113
Rewiring	1384	164,600	5,366
Rewiring 1389 (GRS)	1389	0	322,070
Rewiring Gaunt Street Flats (OSD)	1406	0	96,420
Fire Alarm Systems Sheltered Housing	1407	0	77,682
Kitchen Improvements	1365	0	14,515
Kitchen Improvements Contract No. 1 (OSD)	1365	622,868	963,247
Bathrooms	1404	61,296	105,488
Window Replacements Hartsholme (Retention)	1342	293,285	10,378
Window Replacements Ermine West (Ph 2)	1358	486,875	11,852
Window Replacements Ermine West & East	1378	13,254	720,905
External Doors - Ermine	1405	0	210,697
Structural Repairs - Roman Pavement	1420	0	18,520
Central Heating - Installations/Upgrades	1408	237,276	430,233
Cladding - Mons Road (Includes windows)	1387	0	184,758
Energy Efficiency Works/Affordable Warmth		0	27,148
<u>Catch Up</u>			
Boiler Emergencies - Contract No. 1 (Yr 2 / 3)	1368/9	423,800	109,165
Boiler Replacements	1409/10	422,302	379,840
Boiler Replacements - Ermine West	1366	0	80,600
<u>Modifications</u>			
Coleridge Green	1390	0	148,653
<u>Environmental Improvements</u>			
Environmental Works	1381/2	740,142	50,963
De Wint Ct Env Works	1391	24,849	0
Fencing & Footpaths	1421/2	304,433	180,690
<u>Health & Safety</u>			
Asbestos Removal		25,364	37,809
Asbestos Surveys	1385	13,686	67,354
Toll Bar House - Security Works	1413	0	21,947
Security Doors	1374	337,190	16,407
Security Works		1,153	12,445

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Other

Communal TV Aerials	1401	0	146,498
Estate Based Budgets		87,957	142,497
Kipling Cl		10,433	0
Woodhall Dr		7,478	0
45 Holly St, Manse		6,900	0
12 Lamb Gardens	1392	4,500	23,100
8 Bassingham Crescent	1393	4,070	13,000
20 Scawby Crescent	1394	0	27,228
25 Swift Gardens		0	13,110
DDA Building Works	1416	0	62,875
St. Giles DDA Alterations	1396	0	380
Modernisations	1330	182,147	351,151
Groundwork Partnering		0	74,147
Capitalised Repairs (VO2's)		570,911	566,424
		5,532,235	6,811,134

Other Schemes

St Giles Play Area Fencing		0	9,271
DIPS's		2,250	60,750
Performance Management		19,669	30,000
Contribution to IT Fund		101,650	69,609
		123,569	169,630

General Fund Schemes

Home Repairs, Home Secure, Alligates & Affordable Warmth Grants		378,264	362,691
Disabled Facilities Grant		211,200	393,035
Housing Renewal Area		66,727	14,014
Abbey Ward Relighting		145,362	56,648
Property CPO		15,040	1,504
		816,593	827,892

GRAND TOTALS

	6,472,397	7,808,656
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ii) HRA REPAIRS EXPENDITURE
2003/04 & 2004/05

		2003/04 Actual	2004/05 Actual
<u>Tenant Notified</u>			
	<u>Zone</u>		
Ermine East	A	424,048	473,613
St Giles	B	724,688	786,332
Burton/Newport	C	106,432	112,330
Carholme/City	D	267,650	331,029
Monks Rd	E	376,784	362,736
Birchwood	F	519,002	571,966
Hartsholme	G	161,789	206,662
Boultham	H	557,163	636,802
Manse	J	243,259	248,831
Ermine West	K	484,212	392,497
Control Centre Recharge		9,002	
Estate Shops		12,938	12,035
		3,886,967	4,134,833
 <u>Voids</u>			
Ermine East	A	137,370	155,129
St Giles	B	183,839	300,891
Burton/Newport	C	31,706	14,107
Carholme/City	D	76,731	113,996
Monks Rd	E	171,363	103,030
Birchwood	F	112,314	223,280
Hartsholme	G	27,949	75,192
Boultham	H	161,753	263,376
Manse	J	32,542	102,234
Ermine West	K	150,118	199,930
		1,085,685	1,551,165
		4,972,652	5,685,998
 <u>Servicing Contracts</u>			
Lifts		15,543	23,375
Gas Servicing		190,594	844,908
Emergency Gas Repairs		2,982	2,820
		209,119	871,103
 <u>Painting Programme</u>			
		190,702	271,445
 <u>Asbestos removal</u>			
		185	0
 <u>Aids & Adaptations</u>			
		283,244	194,888
 <u>Decoration Grants</u>			
		59,930	53,090
 <u>Tenants Compensation</u>			
Disturbance Allowance		2,186	839
Tenants Decant Exp		1,009	3,138
Tenants Compensation.		0	0
		3,195	3,977

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<u>Other</u>		
MtceGenerators	360	782
Postages	2,584	4,536
Misc Purchases	0	885
	2,944	6,203
Electrical Testing	0	44,000
GRAND TOTALS	5,721,971	7,130,704

Planned Maintenance Action Plan 2005/2006						
No.	Subject	No. of Properties	Budget	Month/Year	Responsible Officer	Relevant Objectives
1	Central Heating Replacement	296	£962,800	April 05 – March 06	Graham Twell, Gas Contracts Surveyor	Affordable Warmth, Decent Homes Delivery
2	Rewiring Programme	166	498,000	April 05 – March 06	Phil Balsdon Senior Surveyor	Health and Safety, Decent Homes Delivery
3	Roofing Replacement Now flat to pitch conversions	Est. 127 <i>Actual 53</i>	£304,800	April 05 – March 06	James Russell, Senior Technical Officer	Decent Homes Delivery
4	Kitchen Refurbishment Capacity moves 84 into 06/07	Est. 484 Actual 400	£1,270,500	April 05 – March 06	Gary Millard, Technical Officer	Decent Homes Delivery
5	Bathroom Replacements	251	£313,750	April 05 – March 06	Gary Millard, Technical Officer	Decent Homes Delivery
6	Window Replacements <i>36 moved into 06/07 to fit budget</i>	Est. 309 Actual 273	£525,300	April 05 – March 06	Gary Millard, Technical Officer	Decent Homes Delivery
7	Door Replacement	552	£303,600	April 05 – March 06	Dave Fillingham, Technical Officer	Decent Homes Delivery
8	<u>Structural Works</u> (Ermine Estate Balconies)	50	£70,000	Sept 05 – Feb 06	Frank Wright, Senior Building Surveyor	Health and Safety
9	<u>Structural Works</u> (Roman Pavement & East Liberty)	To be confirmed	£415,700	Set 05 – April 07	Phil Rollin, Asset Manager	Health and Safety, Decent Homes Delivery
10	<u>Communal Area Upgrades</u> Stair Balustrade upgrades to 6 Blocks, Shuttleworth House H+S, Sincil Bank works.	8 sites	£91,166	Sept 05 – March 06	James Russell, Senior Technical Officer	Health and Safety, Decent Homes Delivery
11	<u>Insulation Upgrades</u> <i>To follow heating programme</i>	100	£25,000	Aug 05 – March 06	James Russell/ Dave Bowskill Energy Officer	Affordable Warmth, Decent Homes Delivery
12	<u>Asbestos Removal</u>		£58,629	April 05 – March 06	James Russell, Senior Technical Officer	Health and Safety
13	Mechanical & Electrical Works to Sheltered Housing and Multi Storey Blocks	6 sites	£81,700	Aug 05 – March 06	Phil Balsdon, Electrical Services Team Leader	Health and Safety, Decent Homes Delivery
14	<u>Disabled Adaptations</u>	Responsive	£291,089	April 05 – March 06	Gary Millard, Technical Officer	Health and Safety
15	<u>Modernisations</u>	Responsive	£284,500	April 05 – March 06	James Russell, Senior Technical Officer	Health and Safety, Decent Homes Delivery

5 YEAR PLANNED PROGRAMME - AUGUST 2005

Please Note - All figures exclude inflation, fees and Right to Buy Reductions

	2006/7	2007/8	2008/9	2009/10	2010/11	Total 1 - 5
CAPITAL WORKS						
<u>Decent Homes Standard</u>						
Central Heating	£540,051	£540,051	£540,051	£540,051	£540,051	£2,700,254
Boiler Replacements	£398,454	£398,454	£398,454	£398,454	£398,454	£1,992,268
Re-roofing	£286,801	£286,801	£286,801	£286,801	£286,801	£1,434,003
Rewiring	£1,282,628	£1,282,628	£1,282,628	£1,282,628	£1,282,628	£6,413,142
Kitchen Improvements	£2,492,391	£2,492,391	£2,492,391	£2,492,391	£2,492,391	£12,461,953
Bathrooms & WC's	£930,512	£930,512	£930,512	£930,512	£930,512	£4,652,560
Window Replacements	£524,392	£524,392	£524,392	£524,392	£524,392	£2,621,960
Door Replacement	£287,041	£287,041	£287,041	£287,041	£287,041	£1,435,203
Wall Structure Repairs	£5,993	£5,993	£5,993	£5,993	£5,993	£29,966
Insulation Improvements	£291,814	£291,814	£291,814	£291,814	£291,814	£1,459,068
Total Decent Homes	£7,040,075	£7,040,075	£7,040,075	£7,040,075	£7,040,075	£35,200,375
<u>Statutory Health & Safety Requirements</u>						
Renew landlords electrical supply	£0	£0	£0	£0	£0	£0
Renew paths and pavings	£282,468	£282,468	£282,468	£282,468	£282,468	£1,412,339
Provide fire stopping to party walls	£24,654	£24,654	£24,654	£24,654	£24,654	£123,268
Provide external lighting	£18,089	£18,089	£18,089	£18,089	£18,089	£90,445
Renew bulkhead external lighting	£4,352	£4,352	£4,352	£4,352	£4,352	£21,761
Renew emergency lighting	£35,296	£35,296	£35,296	£35,296	£35,296	£176,478
Renew fire alarm system	£0	£0	£0	£0	£0	£0
Renew lift	£18,307	£18,307	£18,307	£18,307	£18,307	£91,533
Renew balcony	£6,563	£6,563	£6,563	£6,563	£6,563	£32,813
Renew balustrade	£2,240	£2,240	£2,240	£2,240	£2,240	£11,200
Renew handrail	£80	£80	£80	£80	£80	£400
Renew stair structure	£6,650	£6,650	£6,650	£6,650	£6,650	£33,250
DDA Requirements	£23,598	£23,598	£23,598	£23,598	£23,598	£117,992
Total H & S Requirements	£422,296	£422,296	£422,296	£422,296	£422,296	£2,111,479
Aids and Adaptations	£250,000	£250,000	£250,000	£250,000	£250,000	£1,250,000
<u>The Lincoln Standard</u>						
Bathrooms and WCs	£207,023	£207,023	£207,023	£207,023	£207,023	£1,035,117
Common Internal Finishes	£0	£0	£0	£0	£0	£0
Electrical Installation	£113,146	£113,146	£113,146	£113,146	£113,146	£565,732
Heating and Hot Water	£340,390	£340,390	£340,390	£340,390	£340,390	£1,701,950
Kitchens	£264,060	£264,060	£264,060	£264,060	£264,060	£1,320,300
Roof Structure and Coverings	£184,035	£184,035	£184,035	£184,035	£184,035	£920,173
Windows and Doors	£153,222	£153,222	£153,222	£153,222	£153,222	£766,111
Fencing	£207,296	£207,296	£207,296	£207,296	£207,296	£1,036,481
Fencing to vulnerable areas	£0	£0	£0	£0	£0	£0
Door Entry Systems	£72,400	£72,400	£72,400	£72,400	£72,400	£362,000
Security Lighting	£57,800	£57,800	£57,800	£57,800	£57,800	£289,000
Hard wired smoke/fire detector & Carbon Monoxide detector	£100,000	£100,000	£100,000	£100,000	£100,000	£500,000
Plastering	£0	£0	£0	£0	£0	£0
Improved Insulation e.g. Solid Wall Insulation, Cladding etc	£0	£0	£0	£0	£0	£0
Total Lincoln Standard	£1,699,373	£1,699,373	£1,699,373	£1,699,373	£1,699,373	£8,496,864

HRA Business Plan

	2006/7	2007/8	2008/9	2009/10	2010/11	Total 1 - 5
REVENUE WORKS						
<u>Estate Works</u>						
Garage Maintenance	£55,000	£55,000	£55,000	£55,000	£55,000	£275,000
Unadopted drainage	£35,000	£35,000	£35,000	£35,000	£35,000	£175,000
Unadopted footpaths etc.	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
Total Estate Works	£110,000	£110,000	£110,000	£110,000	£110,000	£550,000
<u>Contingent Major Repairs</u>						
Structural Works	£500,000	£50,000	£50,000	£50,000	£50,000	£700,000
Lintel Failures	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
Wall Tie Failure	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
Unadopted drains	£100,000	£100,000	£100,000	£100,000	£100,000	£500,000
Asbestos Removal	£275,900	£275,900	£275,900	£275,900	£275,900	£1,379,500
Total Contingent Major Repair	£915,900	£465,900	£465,900	£465,900	£465,900	£2,779,500
<u>Exceptional Extensive Repair</u>						
Multi Storey Flats	£0	£0	£0	£0	£0	£0
Total Exceptional Extensive Repair	£0	£0	£0	£0	£0	£0
<u>Mechanical & Electrical Works</u>						
Derek Miller Court	£14,220	£14,220	£14,220	£14,220	£14,220	£71,100
Jarvis House	£32,640	£32,640	£32,640	£32,640	£32,640	£163,200
Risby Green	£2,740	£2,740	£2,740	£2,740	£2,740	£13,700
Shuttleworth House	£22,020	£22,020	£22,020	£22,020	£22,020	£110,100
St. Botolphs Court	£3,740	£3,740	£3,740	£3,740	£3,740	£18,700
Trent View	£28,960	£28,960	£28,960	£28,960	£28,960	£144,800
Total Mechanical & Electrical Works	£104,320	£104,320	£104,320	£104,320	£104,320	£521,600
Total Programmed Maintenance	£10,541,964	£10,091,964	£10,091,964	£10,091,964	£10,091,964	£50,909,818

30 YEAR PLAN (Please Note - All figures exclude inflation, fees and Right to Buy Reductions)

	2006/7	2007/8	2008/9	2009/10	2010/11	2011/15	2016/20	2021/25	2026/30	2031/35	Total
CAPITAL WORKS											
<u>Decent Homes Standard</u>											
Central Heating	£540,051	£540,051	£540,051	£540,051	£540,051	£3,305,515	£3,305,515	£3,305,515	£3,305,515	£3,305,515	£19,227,829
Boiler Replacements	£398,454	£398,454	£398,454	£398,454	£398,454	£2,018,562	£2,018,562	£2,018,562	£2,018,562	£2,018,562	£12,085,078
Re-roofing	£286,801	£286,801	£286,801	£286,801	£286,801	£1,944,134	£1,944,134	£1,944,134	£1,944,134	£1,944,134	£11,154,673
Rewiring	£1,282,628	£1,282,628	£1,282,628	£1,282,628	£1,282,628	£2,203,735	£2,203,735	£2,203,735	£2,203,735	£2,203,735	£17,431,817
Kitchen Improvements	£2,492,391	£2,492,391	£2,492,391	£2,492,391	£2,492,391	£6,003,588	£6,003,588	£6,003,588	£6,003,588	£6,003,588	£42,479,893
Bathrooms & WC's	£930,512	£930,512	£930,512	£930,512	£930,512	£2,945,203	£2,945,203	£2,945,203	£2,945,203	£2,945,203	£19,378,575
Window Replacements	£524,392	£524,392	£524,392	£524,392	£524,392	£3,473,232	£3,473,232	£3,473,232	£3,473,232	£3,473,232	£19,988,120
Door Replacement	£287,041	£287,041	£287,041	£287,041	£287,041	£1,286,199	£1,286,199	£1,286,199	£1,286,199	£1,286,199	£7,866,198
Wall Structure Repairs	£5,993	£5,993	£5,993	£5,993	£5,993	£8,431	£8,431	£8,431	£8,431	£8,431	£72,121
Insulation Improvements	£291,814	£291,814	£291,814	£291,814	£291,814	£0	£0	£0	£0	£0	£1,459,068
Total Decent Homes	£7,040,075	£7,040,075	£7,040,075	£7,040,075	£7,040,075	£23,188,599	£23,188,599	£23,188,599	£23,188,599	£23,188,599	£151,143,372
<u>Statutory Health & Safety Requirements</u>											
Renew landlords electrical supply	£0	£0	£0	£0	£0	£35,059	£35,059	£35,059	£35,059	£35,059	£175,295
Renew paths and pavings	£282,468	£282,468	£282,468	£282,468	£282,468	£1,286,100	£1,286,100	£1,286,100	£1,286,100	£1,286,100	£7,842,839
Provide fire stopping to party walls	£24,654	£24,654	£24,654	£24,654	£24,654	£0	£0	£0	£0	£0	£123,268
Provide external lighting	£18,089	£18,089	£18,089	£18,089	£18,089	£0	£0	£0	£0	£0	£90,445
Renew bulkhead external lighting	£4,352	£4,352	£4,352	£4,352	£4,352	£25,211	£25,212	£25,212	£25,212	£25,212	£147,820
Renew emergency lighting	£35,296	£35,296	£35,296	£35,296	£35,296	£177,615	£177,615	£177,615	£177,615	£177,615	£1,064,553
Renew fire alarm system	£0	£0	£0	£0	£0	£5,691	£5,691	£5,691	£5,691	£5,691	£28,455
Renew lift	£18,307	£18,307	£18,307	£18,307	£18,307	£52,634	£52,634	£52,634	£52,634	£52,634	£354,703
Renew balcony	£6,563	£6,563	£6,563	£6,563	£6,563	£37,476	£37,476	£37,476	£37,476	£37,476	£220,193
Renew balustrade	£2,240	£2,240	£2,240	£2,240	£2,240	£63,814	£63,814	£63,814	£63,814	£63,814	£330,270
Renew handrail	£80	£80	£80	£80	£80	£24,968	£24,968	£24,968	£24,968	£24,968	£125,240
Renew stair structure	£6,650	£6,650	£6,650	£6,650	£6,650	£12,526	£12,526	£12,526	£12,526	£12,526	£95,880
DDA Requirements	£23,598	£23,598	£23,598	£23,598	£23,598	£0	£0	£0	£0	£0	£117,992
Total H & S Requirements	£422,296	£422,296	£422,296	£422,296	£422,296	£1,721,094	£1,721,095	£1,721,095	£1,721,095	£1,721,095	£10,716,953

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	2006/7	2007/8	2008/9	2009/10	2010/11	2011/15	2016/20	2021/25	2026/30	2031/35	Total
Aids and Adaptations	£250,000	£250,000	£250,000	£250,000	£250,000	£1,250,000	£1,250,000	£1,250,000	£1,250,000	£1,250,000	7,500,000
The Lincoln Standard											
Bathrooms and WCs	£207,023	£207,023	£207,023	£207,023	£207,023	£128,189	£0	£0	£0	£0	£1,163,306
Common Internal Finishes	£0	£0	£0	£0	£0	£1,940	£0	£0	£0	£0	£1,940
Electrical Installation	£113,146	£113,146	£113,146	£113,146	£113,146	£0	£0	£0	£0	£0	£565,732
Heating and Hot Water	£340,390	£340,390	£340,390	£340,390	£340,390	£213,258	£0	£0	£0	£0	£1,915,208
Kitchens	£264,060	£264,060	£264,060	£264,060	£264,060	£1,434,143	£0	£0	£0	£0	£2,754,443
Roof Structure and Coverings	£184,035	£184,035	£184,035	£184,035	£184,035	£291,255	£0	£0	£0	£0	£1,211,428
Windows and Doors	£153,222	£153,222	£153,222	£153,222	£153,222	£143,667	£0	£0	£0	£0	£909,778
Fencing	£207,296	£207,296	£207,296	£207,296	£207,296	£320,195	£0	£0	£0	£0	£1,356,676
Fencing to vulnerable areas	£0	£0	£0	£0	£0	£233,933	£0	£0	£0	£0	£233,933
Door Entry Systems	£72,400	£72,400	£72,400	£72,400	£72,400	£0	£0	£0	£0	£0	£362,000
Security Lighting	£57,800	£57,800	£57,800	£57,800	£57,800	£0	£0	£0	£0	£0	£289,000
Hard wired smoke/fire detector & Carbon Monoxide detector	£100,000	£100,000	£100,000	£100,000	£100,000	£94,556	£0	£0	£0	£0	£594,556
Plastering	£0	£0	£0	£0	£0	£1,500,000	£0	£0	£0	£0	£1,500,000
Improved Insulation e.g. Solid Wall Insulation, Cladding etc.	£0	£0	£0	£0	£0	£5,498,864	£0	£0	£0	£0	£5,498,864
Total Lincoln Standard	£1,699,373	£1,699,373	£1,699,373	£1,699,373	£1,699,373	£9,859,999	£0	£0	£0	£0	£18,356,863

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	2006/7	2007/8	2008/9	2009/10	2010/11	2011/15	2016/20	2021/25	2026/30	2031/35	Total
REVENUE WORKS											
<u>Estate Works</u>											
Garage Maintenance	£55,000	£55,000	£55,000	£55,000	£55,000	£275,000	£275,000	£275,000	£275,000	£275,000	£1,650,000
Unadopted drainage	£35,000	£35,000	£35,000	£35,000	£35,000	£175,000	£175,000	£175,000	£175,000	£175,000	£1,050,000
Unadopted footpaths etc.	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000	£100,000	£100,000	£100,000	£100,000	£600,000
Total Estate Works	£110,000	£110,000	£110,000	£110,000	£110,000	£550,000	£550,000	£550,000	£550,000	£550,000	£3,300,000
<u>Contingent Major Repairs</u>											
Structural Works	£140,000	£140,000	£140,000	£140,000	£140,000	£250,000	£250,000	£250,000	£250,000	£250,000	£1,950,000
Lintel Failures	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000	£100,000	£100,000	£100,000	£100,000	£600,000
Wall Tie Failure	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000	£100,000	£100,000	£100,000	£100,000	£600,000
Unadopted drains	£100,000	£100,000	£100,000	£100,000	£100,000	£300,000	£300,000	£300,000	£300,000	£300,000	£2,000,000
Asbestos Removal	£275,900	£275,900	£275,900	£275,900	£275,900	£195,900	£195,900	£195,900	£195,900	£195,900	£2,359,000
Total Contingent Major Repair	£555,900	£555,900	£555,900	£555,900	£555,900	£945,900	£945,900	£945,900	£945,900	£945,900	£7,509,000
<u>Exceptional Extensive Repair</u>											
Total Exceptional Extensive	£0	£0	£0	£0	£0	£3,750,000	£0	£0	£0	£0	£3,750,000
<u>Mechanical & Electrical Works</u>											
Derek Miller Court	£14,220	£14,220	£14,220	£14,220	£14,220	£72,560	£72,560	£72,560	£72,560	£72,560	£433,900
Jarvis House	£32,640	£32,640	£32,640	£32,640	£32,640	£156,780	£156,780	£156,780	£156,780	£156,780	£947,100
Risby Green	£2,740	£2,740	£2,740	£2,740	£2,740	£32,700	£32,700	£32,700	£32,700	£32,700	£177,200
Shuttleworth House	£22,020	£22,020	£22,020	£22,020	£22,020	£186,760	£186,760	£186,760	£186,760	£186,760	£1,043,900
St. Botolphs Court	£3,740	£3,740	£3,740	£3,740	£3,740	£51,440	£51,440	£51,440	£51,440	£51,440	£275,900
Trent View	£28,960	£28,960	£28,960	£28,960	£28,960	£101,340	£101,340	£101,340	£101,340	£101,340	£651,500
Total Mechanical & Electrical	£104,320	£104,320	£104,320	£104,320	£104,320	£601,580	£601,580	£601,580	£601,580	£601,580	£3,529,500
Total Programmed Maintenance	£10,181,964	£10,181,964	£10,181,964	£10,181,964	£10,181,964	£41,867,172	£28,257,174	£28,257,174	£28,257,174	£28,257,174	£205,805,688

Indicator	2001/02	2002/03	2003/04	2004/05		2005/06
	Actual	Actual	Actual	Target	Actual	Target
BVPI 62 Proportion Of Unfit Private Sector Dwellings Made Fit Or Demolished	3.24%	6.56%	4.71%	4.25%	4.25%	4.25%
BVPI63 – Energy Efficiency – Average SAP rating	67%	67%	67%	68%	68%	69%
BVPI 64 No. of private sector vacant dwellings that are returned into occupation or demolished during the year as a direct result of action by the local authority.	2.79%	7.47%	73	40	133	75
BVPI 66a Rent Collection & Arrears - Proportion Of Rent payable during period collected	98.42%	98.7%	98.92%	99.75%	98.9%	98%
BVPI 74a - Satisfaction of tenants with the overall service provided			77%			
BVPI 75a - Satisfaction of tenants with opportunities for participation in management and decision making			67%			
BVPI164 - Does The Authority Follow The Commission For Racial Equality's Code Of Practice In Rented Housing		Yes	Yes	Yes	Yes	Yes
BVPI183a - Average length of stay in bed and breakfast accommodation		4 weeks	0.84 weeks	1.75 weeks	2.41 weeks	2.5 weeks
BVPI183b - Average length of stay in hostel accommodation	15.5 weeks	13 weeks	15.25 weeks	12 weeks	19.3 weeks	15 weeks
BVPI184a – Proportion of homes non decent		26%	22.17%	20%	21.42%	18%
BVPI184b – Percentage change in proportion of non-decent homes		14.4%	-8.43%	-75%	18.33%	18.22%
BVPI185 – Percentage of responsive repairs for which an appointment was both made and kept	7.23%	16.65%	19.45%	25%	20.25%	Deleted

HRA Business Plan

Indicator	2001/02	2002/03	2003/04	2004/05		2005/06
	Actual	Actual	Actual	Target	Actual	Target
Ho1 (formerly BVPI149)– Average weekly cost per dwelling of repairs (based on anticipated expenditure)	£15.81	£16.35	£14.67	£13	£14.40	Deleted
Ho1 (from 2005/06) – Actual cost of housing repair per dwelling						£12
Ho2 - % rent lost through dwellings becoming vacant	2.88%	2.13%	1.63%	1.6%	1.27%	1.3%
Ho3 – Percentage of urgent repairs completed in government time limits	89.6%	92.03%	93.99%	95%	91.1%	95%
Ho4 – Average time to complete non urgent repairs	19 days	18.3 days	16 days	14 days	17 days	16 days
Ho5 - Average re-let times for dwellings	48.4 days	64days	41.9 days	35 days	35.38 days	30 days
Ho6 - Rent collection – Rent arrears of tenants as a proportion of rent roll	3.08%	2.7%	2.65%	2.10%	2.33%	2.10%
Ho7 - Proportion of homelessness applicants which the authority makes a decision and issues written notification within 33 working days	99.0%	91.23%	84.18%	92%	92.5%	94%

2004/05 Planned Maintenance and Service Improvement Panels Consultation				
Ref	Group	Subject	Date	Contact details
1	Planned Maintenance	Kitchens	06/06/04	Roger Wells - 01522 873884 roger.wells@lincoln.gov.uk
2	Planned Maintenance	Central Heating	23/06/04	Philip Rollin - 01522 873333 philip.rollin@lincoln.gov.uk
3	Planned Maintenance	Central Heating	27/07/04	Philip Rollin - 01522 873333 philip.rollin@lincoln.gov.uk
4	Planned Maintenance	Windows	29/07/04	Gary Millard - 01522 873883 gary.millard@lincoln.gov.uk
5	Planned Maintenance	Rewiring	30/07/04	Frank Wright -01522 873878 frank.wright@lincoln.gov.uk
6	Planned Maintenance	Roofing	02/08/04	Dave Fillingham - 01522 873879 dave.fillingham@lincoln.gov.uk
7	Planned Maintenance	Windows	02/08/04	Gary Millard - 01522 873883 gary.millard@lincoln.gov.uk
8	Planned Maintenance	Central Heating	02/08/04	Philip Rollin - 01522 873333 philip.rollin@lincoln.gov.uk
9	Planned Maintenance	Kitchens	13/08/04	Roger Wells – 01522 873884 roger.wells@lincoln.gov.uk
10	Planned Maintenance	Re-roofing	13/08/04	Dave Fillingham - 01522 873879 dave.fillingham@lincoln.gov.uk
11	Planned Maintenance	Rewiring	13/08/04	Frank Wright – 01522 873878 frank.wright@lincoln.gov.uk
12	Planned Maintenance	Windows	13/08/04	Gary Millard - 01522 873883 gary.millard@lincoln.gov.uk
13	Planned Maintenance	Central Heating	13/08/04	Tony Stone - 01522 873333 tony.stone@lincoln.gov.uk
14	Planned Maintenance	Windows	31/08/04	Gary Millard – 01522 873883 gary.millard@lincoln.gov.uk
15	Planned Maintenance	Central Heating	20/09/04	Philip Rollin – 01522 873333 philip.rollin@lincoln.gov.uk
16	Planned Maintenance	Rewiring	29/10/04	Frank Wright 01522 873878 frank.wright@lincoln.gov.uk
17	Planned Maintenance	Doors	12/11/04	Frank Wright - 01522 873878 frank.wright@lincoln.gov.uk
18	Planned Maintenance	Doors	14/01/05	Frank Wright - 01522 873878 frank.wright@lincoln.gov.uk
19	Allocations Service Improvement Panel	Choice Based Lettings/Homefinder	10/09/04	Paul Lockwood – 01522 873778 paul.lockwood@lincoln.gov.uk
20	Estate Environment Service Improvement Panel	Refuse Collection	14/09/04	Robin West – 01522 873716 robin.west@lincoln.gov.uk
21	Maintenance of Homes Service Improvement Panel	Decent Homes	11/10/04	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
22	Tenancy Service Improvement Panel	Anti-Social Behaviour	02/11/04	David Ward - 01522 873554 david.ward@lincoln.gov.uk
23	Estate Environment Service Improvement Panel	Garden Service Collection	03/11/04	Robin West - 01522 873716 robin.west@lincoln.gov.uk
24	Special Needs Service Improvement Panel	Warden Service	05/11/04	Richard Beecroft - 01522 873448 richard.beecroft@lincoln.gov.uk
25	Maintenance of Homes Service Improvement Panel	Reporting Repairs	16/11/04	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
26	Allocations Service Improvement Panel	Appeals Procedure	19/01/05	Paul Lockwood - 01522 873899 paul.lockwood@lincoln.gov.uk
27	Special Needs Service Improvement Panel	Supporting People	24/01/05	Richard Beecroft - 01522 873448 richard.beecroft@lincoln.gov.uk
28	Maintenance of Homes Service Improvement Panel	Empty Properties	28/01/05	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
29	Estate Environment Service Improvement Panel	Grounds Maintenance	31/01/05	Robin West - 01522 873716 robin.west@lincoln.gov.uk
30	Allocations Service Improvement Panel	Offers to Sign Up of Property	01/03/05	Paul Lockwood - 01522 873788 paul.lockwood@lincoln.gov.uk
31	Special Needs Service Improvement Panel	Allocations Policy	04/03/05	Richard Beecroft - 01522 873448 richard.beecroft@lincoln.gov.uk
32	Maintenance of Homes Service Improvement Panel	Selection of Contractor	08/03/05	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk

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2004/05 Tenant Advisory Panel & General Consultation				
Ref	Group	Subject	Date	Contact details
1	Tenant Forums	Tenant Transfer Initiative	April 04	Paul Lockwood - 01522 873788 paul.lockwood@lincoln.gov.uk
2	Tenant Forums	CWILN Tenants Conference 2004	April 04	Marc Glasscoe - 01522 873398 marc.glasscoe@lincoln.gov.uk
3	Tenant Forums	House Improvement Programme	April 04	Philip Rollin - 01522 873333 philip.rollin@lincoln.gov.uk
4	Tenant Forums	Independent Tenant Estate Inspections	April 04	Brian O'Hara - 01522 87203 brian.o'hara@Lincoln.gov.uk
5	Tenant advisory Panel (TAP)	Housing Investment Programme	07/04/04	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
6	TAP	Council House Rents-Service Charges	07/04/04	Denis Powell - 01522 873219 denis.powell@lincoln.gov.uk
7	TAP	Tenants Home Contents Insurance Scheme	07/04/04	Paula Cade - 01522 873269 paula.cade@lincoln.gov.uk
8	TAP	Lincoln Commission Report-	April 04	John Bibby - 01522 873201 john.bibby@lincoln.gov.uk
9	TAP	Tenants Home Contents Insurance Scheme	05/05/04	Paula Cade - 01522 873269 paula.cade@lincoln.gov.uk
10	TAP	Draft Regional Housing Strategy	05/05/04	John Bibby - 01522 873201 john.bibby@lincoln.gov.uk
11	TAP	Lincoln Standard	05/05/04	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
12	Tenant Forums	Stock Option Appraisal	July 04	Kevin Scott - 01522 873204 Kevin.scott@lincoln.gov.uk
13	Tenant Forums	Performance statistics	July 04	Brian O'Hara - 01522 873203 brian.o'hara@Lincoln.gov.uk
14	TAP	Equal Opportunities in the Provision of Housing Services	13/07/04	Brian O'Hara - 01522 873203 brian.o'hara@Lincoln.gov.uk
15	TAP	Affordable Housing Programme	13/07/04	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
16	TAP	Tenant Satisfaction Survey	13/07/04	Denis Powell - 01522 873219 denis.powell@lincoln.gov.uk
17	TAP	Right To Buy – exempt dwellings	13/07/04	Denis Powell - 01522 873219 denis.powell@lincoln.gov.uk
18	TAP	Abbey Renewal Area – Capital Programme	13/07/04	Frank Hanson - 01522 873316 frank.hanson@lincoln.gov.uk
19	TAP	Council House Garden Service	13/07/04	Robin West - 01522 873716 robin.west@lincoln.gov.uk
20	TAP	Homelessness – Strategy Action Plan and The Council's Responsibility	13/07/04	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
21	TAP	Lincoln Homefinder Monitoring Report	13/07/04	Paul Lockwood - 01522 873788 paul.lockwood@lincoln.gov.uk
22	TAP	Supporting People Inspection	July 04	Robin West - 01522 873716 robin.west@lincoln.gov.uk
23	TAP	Adoption of Estate Footpaths	11/08/04	Robin West - 01522 873716 robin.west@lincoln.gov.uk
24	TAP	Housing Strategy – Proposed Housing Board	11/08/04	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
25	TAP	Best Value Review Action Plan	11/08/04	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
26	TAP	Housing Investment Programme	09/09/04	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
27	TAP	OSD Annual Performance Report	09/09/04	Mike Killen - 01522 873455 mike.killen@lincoln.gov.uk
28	TAP	Television Aerial Replacement Programme	09/09/04	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
29	TAP	Housing Strategic Services Best Value Review	09/09/04	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
30	TAP	Housing Needs Survey	09/09/04	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
31	TAP	Stock Option Appraisal update	09/09/04	Kevin Scott - 01522 873204 Kevin.scott@lincoln.gov.uk
32	TAP	Stock Option Appraisal update	09/09/04	John Bibby - 01522 873201 john.bibby@lincoln.gov.uk

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33	TAP	City Of Lincoln Council Future Spending priorities	30/09/04	Julie Bowler - 01522 873865 julie.bowler@lincoln.gov.uk
34	Tenant Forums	Information on Right To Buy	October 04	Denis Powell - 01522 873219 denis.powell@lincoln.gov.uk
35	Tenant Forums	Tenant Home Contents Insurance Scheme	October 04	Paula Cade - 01522 873269 paula.cade@lincoln.gov.uk
36	Tenant Forums	Anti Social Behaviour Act 2003	October 04	Marc Glasscoe - 01522 873398 marc.glasscoe@lincoln.gov.uk
37	TAP	East Midlands Regional Housing Strategy	05/10/04	John Bibby - 01522 873201 john.bibby@lincoln.gov.uk
38	TAP	Egan Compliance and Partnering	04/11/04	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
39	TAP	Housing Strategy Action Plan	04/11/04	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
40	TAP	Stock option Appraisal update	04/11/04	Kevin Scott - 01522 873204 Kevin.scott@lincoln.gov.uk
41	TAP	Lincolnshire Supporting People Strategy	04/11/04	Robin West - 01522 873716 robin.west@lincoln.gov.uk
42	TAP	Housing Investment Programme update	07/12/04	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
43	TAP	Empty Properties update	07/12/04	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
44	TAP	Housing Services – Service Plan	07/12/04	Kevin Scott - 01522 873204 Kevin.scott@lincoln.gov.uk
45	TAP	Fit for Purpose Housing Strategy	07/12/04	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
46	TAP	Housing Bill update	07/12/04	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
47	TAP	Housing Assistance Policy	07/12/04	Alan Jones - 01522 873791 alan.jones@lincoln.gov.uk
48	TAP	Strategic Housing Services Best Value Review	13/01/05	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
49	TAP	Homelessness Strategy Implementation plan	13/01/05	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
50	TAP	Homefinder Progress review	13/01/05	Denis Powell - 01522 873219 denis.powell@lincoln.gov.uk
51	TAP	Equal Opportunities in the Provision of Housing Services	13/01/05	Brian O'Hara - 01522 873203 brian.o'hara@Lincoln.gov.uk
52	TAP	Housing Needs Survey 2004	Jan 04	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
53	Tenant Forums	Housing Stock Option Appraisal	February 05	Kevin Scott - 01522 873204 Kevin.scott@lincoln.gov.uk
54	All tenants	Housing Stock Option Appraisal	Feb/Mar 05	Kevin Scott - 01522 873204 Kevin.scott@lincoln.gov.uk
55	TAP	Major Projects Monitoring	09/02/05	Heidi Thompson - 01522 873734 heidi.thompson@lincoln.gov.uk
56	TAP	Former Tenant Rent Arrears	09/02/05	Roy Thompson - 01522 873304 roy.thompson@Lincoln.gov.uk
57	TAP	Performance monitoring	09/02/05	Kevin Scott - 01522 873204 Kevin.scott@lincoln.gov.uk
58	TAP	Performance indicators 3 rd Quarter 2004/05	10/03/05	Julie Bowler - 01522 873865 julie.bowler@lincoln.gov.uk
59	TAP	Housing Stock Option Appraisal	10/03/05	Kevin Scott - 01522 873204 Kevin.scott@lincoln.gov.uk
60	TAP	Housing Act 2004	10/03/05	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
61	TAP	Fit for Purpose Housing Strategy	10/03/05	Sushma Cheesbrough - 01522 873402 sushma.cheesbrough@lincoln.gov.uk
62	TAP	Tenants Home Contents Insurance Scheme	10/03/05	Paula Cade - 01522 873269 paula.cade@lincoln.gov.uk
63	TAP	Tenant Empowerment Strategy	10/03/05	Paula Cade - 01522 873269 paula.cade@lincoln.gov.uk
64	TAP	Leaseholder Participation Survey	10/03/05	Paula Cade - 01522 873269 paula.cade@lincoln.gov.uk

HOUSING REVENUE OPERATING ACCOUNT (Budgets approved March 2005)

Line	Column A	Column B	Column C	Column D	
	2004/05			2005/06	
	ESTIMATE	PROBABLE	ACTUAL	ESTIMATE	
	£	£	£	£	
INCOME					
1	Net Rent (Dwellings & Garages)	(18,817,730)	(18,996,200)	(18,953,050)	(18,959,170)
2	Other Income (inc. Shop Rents)	(214,120)	(214,120)	(255,028)	(219,470)
3	Supporting People Transfer	(127,100)	(100,500)	-	(103,010)
4	Transfer from DLO Surplus			(204,749)	-
5	Government Subsidies	(357,070)	(205,910)	(204,225)	(1,054,950)
6		(19,516,020)	(19,516,730)	(19,617,052)	(20,336,600)
EXPENDITURE					
7	Contribution to Repairs Account	6,189,000	6,189,000	6,189,000	6,025,000
8	Premises - Other Expenses	36,340	13,430	60,545	13,910
9	Stock Condition Survey	10,920	10,920	10,650	11,190
	Supervision & Management				
10	- General	4,174,660	4,037,650	4,051,627	4,335,120
11	- Special	796,930	781,030	756,566	805,600
12	Debt Management Expenses	34,720	35,760	20,194	36,090
	Cost of Capital				
13	- Interest	7,129,290	7,926,010	8,095,208	7,436,150
14	- Depreciation Council Dwellings	5,276,740	4,819,700	4,912,982	4,636,150
15	- Depreciation Other Assets			4,816	
16	Increase in Bad Debt Provisions	340,000	340,000	304,839	450,000
17	Subsidy Limitation Transfer	1,107,700	802,100	867,203	698,530
18	Compensation re: Unsubsidised Incentive Schemes	226,050	101,340	158,924	102,110
19		25,322,350	25,056,940	25,432,554	24,549,850
20	NET COSTS OF SERVICE	5,806,330	5,540,210	5,815,502	4,213,250
OPERATING EXPENDITURE					
21	Mortgage Interest	(7,000)	(5,500)	(4,448)	(5,000)
22	Discounts Receivable	(63,990)	(69,680)	(69,682)	(70,610)
23	Interest on Investments	(148,420)	(142,050)	(171,189)	(166,950)
24	Premiums Payable	606,080	832,180	832,177	773,650
25	Capital Charges Interest	(7,129,290)	(7,926,010)	(8,095,208)	(7,436,150)
26	Loan Charges Interest	1,420,380	1,094,090	1,217,580	1,196,980
27		484,090	(676,760)	(475,268)	(1,494,830)
APPROPRIATIONS					
28	ScP Savings against Estimate			42,190	14,740
	Appropriation relevant to:				
29	- Depreciation and MRA	(739,880)	(280,060)	(376,388)	130,510
30	(SURPLUS) / DEFICIT	(255,790)	(914,630)	(809,466)	(1,610,600)
31	BALANCES b/f @ 1ST APRIL	(865,498)	(899,520)	(899,520)	(1,665,310)
32	(Surplus) / Deficit in year	(255,790)	(914,630)	(809,466)	(1,610,600)
33	Transfer to/(from) Balances	4,460	4,460	22,350	5,140
34	Net Transfer to/(from) Invest to Save	200,000	144,380	37,579	
35	BALANCES c/f @ 31ST MARCH	(916,828)	(1,665,310)	(1,649,057)	(3,270,770)
Cash Limit Adjustments :					
36	DHCS CSS (HRA Effect)				
37	AVAILABLE BALANCES b/f @ 1ST APRIL	(916,828)	(1,665,310)	(1,649,057)	3,270,770
HOUSING REPAIRS ACCOUNT					
	£	£	£	£	
38	BALANCES b/f @ 1ST APRIL	(1,364,865)	(2,448,606)	(2,448,606)	(1,956,786)
39	Expenditure in year	6,737,000	6,737,000	7,086,704	6,746,000
40	Contribution to HRA	44,000	44,000	44,000	45,000
41	Contribution from HRA	(6,189,000)	(6,189,000)	(6,189,000)	(6,025,000)
42	Interest	(26,720)	(100,180)	(92,044)	(72,390)
43	BALANCES c/f @ 31ST MARCH	(799,585)	(1,956,786)	(,598,946)	(1,263,176)

Housing Revenue Account

Appendix '10'

OPERATING ACCOUNT		1	2	3	4	5	6
		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
INCOME							
1	Net Rent (Dwellings & Garages)	(19,021,560)	(19,422,950)	(19,812,570)	(20,206,530)	(20,604,060)	(21,010,080)
2	Other Income (inc. Shop Rents)	(219,470)	(224,740)	(229,890)	(235,170)	(240,570)	(245,980)
3	Housing Benefits Transfers						
4	Supporting People Transfer	(103,010)	(105,480)	(107,910)	(110,390)	(112,930)	(115,470)
5	Transfer From DLO Surplus						
Government Subsidies:							
6	Housing Element	(1,071,708)	(897,873)	(766,933)	(463,525)	(226,048)	227,622
7	Rent Rebate Element						
8		(20,415,748)	(20,651,043)	(20,917,303)	(21,015,615)	(21,183,608)	(21,143,908)
EXPENDITURE							
9	Contribution to Repairs Account	6,333,000	6,024,120	6,058,410	6,232,340	6,044,840	5,993,350
10	Premises - Other Expenses	13,910	14,210	14,900	15,660	16,110	16,470
11	Stock Condition Survey	11,190	11,460	11,720	11,990	12,270	12,550
Supervision & Management							
12	- General	4,335,130	4,526,030	4,709,590	4,830,080	4,973,130	5,109,970
13	- Special	805,600	829,620	854,750	880,520	906,960	931,900
14	Debt Management Expenses	36,090	37,820	39,060	40,440	41,720	41,720
Cost of Capital							
15	- Interest	7,436,150	6,972,750	6,545,490	6,153,760	5,796,970	5,796,970
16	- Depreciation Council Dwellings	4,502,605	4,534,387	4,581,674	4,628,782	4,675,619	4,719,850
17	- Depreciation Other Assets						
18	Increase in Bad Debt Provisions	451,500	463,220	473,030	485,770	496,460	413,530
19	Housing Benefits						
20	Subsidy Limitation Transfer	700,870	559,380	501,060	326,050	185,430	132,400
21	Compensation re Unsubsidised Incentive schemes	102,110					
22		24,728,155	23,972,997	23,789,684	23,605,392	23,149,509	23,168,710
23	NET COSTS OF SERVICE	4,312,407	3,321,954	2,872,381	2,589,777	1,965,901	2,024,802

HRA Business Plan

	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
OPERATING EXPENDITURE						
24 Mortgage Interest	(5,000)	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)
25 Discounts Receivable	(70,610)	(70,620)	(70,460)	(69,450)	(56,850)	-
26 Interest on Investments	(166,950)	(194,150)	(150,490)	(58,810)	(33,920)	(62,500)
27 Premiums Payable	773,650	663,450	662,140	492,070	368,690	-
28 Capital Charges Interest	(7,436,150)	(6,972,750)	(6,545,490)	(6,153,760)	(5,796,970)	(5,796,970)
29 Loan Charges Interest	1,196,980	1,289,820	1,337,880	1,383,080	1,434,600	1,480,050
30	(1,395,673)	(1,966,796)	(1,898,539)	(1,821,593)	(2,123,049)	(2,359,118)
APPROPRIATIONS						
31 Pensions Adj - FRS17						
32 ScP Savings against Estimate	14,740	5,540				
33 Minimum Revenue Provision						
Appropriation relevant to						
34 Depreciation and MRA						
35 Direct Revenue Financing		3,764,379	1,900,969	1,823,323	2,124,009	2,359,898
36 (SURPLUS) / DEFICIT	(1,380,933)	1,785,263	(6,500)	(7,200)	(7,970)	(8,150)
BALANCES						
	£	£	£	£	£	£
37 Balance at 1 April	(1,665,310)	(3,041,103)	(1,250,000)	(1,250,000)	(1,250,000)	(1,250,000)
38 (Surplus) / Deficit in year	(1,380,933)	1,785,263	(6,500)	(7,200)	(7,970)	(8,150)
39 Transfer to Reserves	5,140	5,840	6,500	7,200	7,970	8,150
40 Transfer to Invest to Save				-	-	
41 Balance at 31 March	(3,041,103)	(1,250,000)	(1,250,000)	(1,250,000)	(1,250,000)	(1,250,000)

Contact Details for Supporting Documentation

2004 Stock Condition Survey

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2004 Housing Study 2004 (Market demand / Housing Need)

City of Lincoln Council	External Provider
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Stock Option Appraisal

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