

HOUSING SCRUTINY SUB-COMMITTEE

Thursday, 2 February 2023
6.00 pm
Committee Rooms 1-2, City Hall

Membership:	Councillors Gary Hewson (Chair), Pat Vaughan (Vice-Chair), Alan Briggs, Jane Loffhagen, Mark Storer and Loraine Woolley
Substitute member(s):	Councillors Biff Bean and Liz Bushell
Lincoln Tenants Panel member(s):	Mick Barber (Chair of LTP), Caroline Coyle-Fox (Vice Chair of LTP), Mike Asher (Member of LTP), Steven Bearder (Member of LTP) and Debbie Rousseau (Member of LTP)
Officers attending:	Democratic Services, Yvonne Fox, Matthew Hillman, Paul Hopkinson, Keeley Johnson and Daren Turner

A G E N D A

SECTION A	Page(s)
1. Confirmation of Minutes - 3 November 2022	3 - 12
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. Lincoln Tenants Panel Project Update	13 - 14
4. Housing Revenue Account Business Plan 2023/28	15 - 82
5. Homelessness and Rough Sleepers Update	To Follow
6. Draft Policy- Downsizing Incentive Scheme	83 - 96
7. Tenancy Sustainment Update	97 - 102
8. Scheduled Repairs Update Quarter 3	103 - 108
9. Work Programme 2022/23	109 - 116
10. Exclusion of the Press and Public	117 - 118

You are asked to resolve that the press and public be excluded from the

meeting during the consideration of the following items because it is likely that if members of the press or public were present, there would be disclosure to them of 'exempt information'.

SECTION B

11. Kier Contract-Final Account Settlement

[Exempt Para 3]

**Verbal
Report**

Present:	Councillor Gary Hewson (<i>in the Chair</i>)
Councillors:	Pat Vaughan, Thomas Dyer, Jane Loffhagen, Mark Storer and Loraine Woolley
External Representatives:	Mick Barber (Chair of LTP), Caroline Coyle-Fox (Vice-Chair of LTP) and Mike Asher (LTP Member)
Apologies for Absence:	Councillor Alan Briggs, Steven Bearder and Debbie Rousseau (LTP Members)
Also in Attendance:	Councillor Donald Nannestad, Portfolio Holder for Quality Housing

19. Confirmation of Minutes - 11 August 2022

RESOLVED that the minutes of the meeting held on 11 August 2022 be confirmed.

20. Declarations of Interest

No declarations of interest were received.

21. Lincoln Tenants Panel Project Update

Mick Barber, Chair of Lincoln Tenants Panel, provided a written report on the panel's continued work with tenancy services, fire safety assurance, maintenance, business management and resident involvement on a variety of projects, covering the following areas:

- Within tenancy services LTP was working with the Voids Team Leader inspecting one property a week. We had also adapted the way we reported our findings moving from paper to digital format to speed up the process to ensure information could be shared immediately with officers.
- During the summer months, LTP attended estate inspections at Hartsholme, Birchwood & Moorland in the south; Ermine East & West and St Giles in the north and West End, Burton Road/Newport, Tower, Stamp End, City Centre, High Street and Manse in the city centre. Follow up inspections were due to take place in November/December.
- We held our first meeting with Business Management on 17th July – our recommendations have been shared with relevant officers together with a request for further feedback relating to some complaints.
- At a recent LTP meeting the Panel assessed the Tenant Involvement Strategy Action Plan and he was pleased to confirm there were no red flags. Actions had been awarded based on one of the following:
 - Bronze – Process has started – early stages
 - Silver – Making good progress
 - Gold - Full implementation and maintained
- LTP was working closely with the Interim Maintenance Manager on the schedule of repairs project, attending monthly meetings to review

performance, focused on creating a marketing programme to deliver a consistent message and information to tenants on the benefits of the project. Councillor Hewson, Chair of Housing Scrutiny Sub-Committee attended a meeting in August when the group discussed how we could enhance tenant experience – as a result, series of Face Book posts had been created by the working group scheduled to go out on a six-week cycle to promote and encourage tenants to make an appointment.

- We continued to hold our monthly LTP meetings. The Director of Housing attended our last meeting in September to discuss the proposed rent cap. Our AGM would take place on Monday 7th November with face book posts on both City of Lincoln Council sites together with LTP members sharing the posts on other community-based pages. We were thrilled to confirm we would be hosting a celebration event on Wednesday 15th November acknowledging all the hard work over the last couple of years in creating the LTP Constitution. The event would be held at the Guildhall and the Mayor had accepted our invitation.
- All LTP 1-2-1's had been completed by The Resident Involvement Manager and Vice Chair of LTP, which had provided us with valuable feedback, knowledge and panel aspirations, to be used to help us expand LTP and move forward.
- LTP had volunteered to assist the Resident Involvement Manager at the Jarvis and Shuttleworth House fire safety exercises and engagement events. We attended the recent fire safety exercise at Trent View which provided Lincoln Fire and Rescue with valuable information – Over thirty fire fighters carried out the training exercise with six fire engines in attendance from across Lincolnshire providing fire fighters with the knowledge, skills and agreed implementational procedures in the event of a major fire.
- We were currently working with The Tenancy Services Manager on the Incentive to Downsize Project and had provided a list of recommendations.
- Five LTP members would be attending a free ARCH Conference – The conference offered two workshops on decarbonisation and fuel poverty/cost of living and in addition to this, three guest speakers; Kate Dodsworth – Director of Consumer Regulation and Fleur Priest-Stephens - Tenant Engagement Manager for the regulator of social housing, would be presenting information on the proposed tenant satisfaction measures and regulatory changes. Caritas Charles – Policy and Insight Manager would be addressing the conference on resident engagement in building safety.
- Further to Jo Crookes presentation at the LTP in July, the Panel asked to shadow Customer Services operatives and one LTP member had been the first to shadow. Jo had agreed to duplicate these sessions with other LTP members.

Members discussed the content of the report in further detail.

Councillor Dyer thanked LTP members for their support on ward works. He asked for further detail of the work on the Incentive to Downsize Project.

Daren Turner, Director of Housing confirmed that a piece of work had been carried out a while ago with input from members to help tenants wishing to downsize with moving costs etc. It had been reviewed by our legal colleagues and LTP members, prior to being presented to the Portfolio Holder for Quality Housing. The Draft Policy would be brought to the next meeting of Housing Scrutiny Sub Committee for comments.

Councillor Loffhagen received confirmation that any changes to the Tenancy Involvement Strategy following the Action Plan in place would be reviewed in due course by this Committee.

RESOLVED that:

1. A report on the Draft Incentive to Downsize Initiative be presented to the next meeting of Housing Scrutiny Sub Committee.
2. The content of the written update from the Chair of LTP be noted with thanks, to be continued as a regular agenda item.

22. Planned Works Programme Update 2022-23

Kevin Bowring, Investment Manager, presented a verbal update on the schedule of planned works for the current year 2022/23, as requested for members information by the Chair, covering the following main points:

- A 6-year onsite contract had been awarded to fit replacement windows.
- Installation of doors/windows:
 - 357 front entrance doors had been installed to date.
 - 304 front entrance doors were currently on order
 - 112 windows had been installed.
 - 324 windows were currently on order
- Expenditure of £1.5m was planned for door and window installation this year.
- Work by our heating contractors involved:
 - Installation of 317 replacement boilers to date.
 - A further 378 replacement boiler installations in progress.
- Under the annual electrical inspection programme, just under 2,000 properties had been tested this year and relevant works required as a result of these inspections were programmed for completion.
- A new contract had been procured for installation of communal/access doors and control systems, to be delivered in Feb/March 2023 at a cost of £400,000.
- Letting standards were being improved through work being carried out by housing staff and void relets.
- There were 15 procurement exercises currently underway.
- A new 5 year electrical services contract was due to be signed off tomorrow to install new electrics in flat blocks.
- Tenders for property improvements such as kitchen/bathroom upgrades had recently been re-tendered following a lack of take-up in the summer.
- Tenders were also out for landscaping boundaries, tarmac, hard standing works etc.
- A tender to procure timber doors was also underway.

Councillor Hewson, Chair, thanked the Investment Manager for this update and requested that a general breakdown of planned works be prepared for members of Housing Scrutiny Sub Committee ahead of each financial year. He referred to current expenditure against capital programme targets at under 20%, although he fully accepted the problems experienced with supply of materials and labour.

Mick Barber, Chair of Lincoln Tenants Panel asked whether it was possible for electrical safety inspections to be carried out annually across our whole stock of Council house properties in line with that of gas inspections.

Kevin Bowring, Investment Manager, advised that gas inspections must be carried out annually by statute. Electrical safety inspections were carried out over a 5 year programme; however, the outcome of the previous inspection was used to define any properties requiring a further inspection in advance of this timescale. The Housing Authority also had a responsibility to re-check properties each time they became void. He agreed to discuss this further at the Lincoln Tenants Panel meeting later that month.

Mick Barber congratulated officers on the work carried out by the gas contractor. He questioned the ratio of safety against quality and cost effectiveness with the number of smaller contracts being tendered in general.

Kevin Bowring, Investment Manager confirmed that post inspections were conducted on a percentage of works completed, to ensure the same quality of tradesmanship across different contracts.

Councillor Hewson suggested in setting a standard it would be beneficial for each job to be checked once completed.

Kevin Bowring, Investment Manager, highlighted that a lower volume of work was being carried out on site as stock condition was currently in a good state of repair. Following the 15 year anniversary of boiler and kitchen installations this may change in future years. The Housing Authority did not have the resources to check every job, however, if future sampling showed errors then the frequency of inspections would be increased.

Mike Asher, LTP Member, queried why the allocation of new door systems in council owned flats was not done in blocks, rather than at specific properties.

Kevin Bowring, Investment Manager, confirmed that the door replacement programme was based on age and condition. The introduction of our Compliance Team had resulted in an increase in referrals. Unfortunately, financial resources did not stretch to replacement of doors block by block.

RESOLVED that:

1. A schedule of planned works be presented to Housing Scrutiny Sub Committee members for information at the beginning of each financial year.
2. The content of the verbal update be noted with thanks.

23. De Wint Court Update

Yvonne Fox, Assistant Director, Housing Management, presented a verbal update on De Wint Court, new purpose-built residential accommodation open now to support residents to live more independently, yet together and more inclusively with the local surrounding community. She highlighted the following key points:

- As of today, the scheme was fully allocated.

- A waiting list contained 24 active applications and 74 awaiting assessment by the Allocation Panel.
- This new sheltered housing scheme was a great flagship facility for people to live.
- The beautiful apartments had built-in security and lifestyle features that helped make the practicalities of day-to-day life easier for residents.
- Key benefits of De Wint Court centred on flexible on-site care and support packages built around people's needs, a restaurant serving the local community on the doorstep and a hair and beauty salon without going outside the complex.

Mick Barber, Chair of LTP commended the scheme as a jewel in our crown, and he hoped there would be similar projects in the City.

Members raised questions as follows:

- How did the resident's service charge apply to those resident's on means tested housing benefit?
- Officer Response: The service charge was made up of a number of elements to ensure the effective management of the scheme. It was charged over and above normal council house rent offering care and support built around individual needs. Residents on benefits did get help, however, those not on benefits must pay the full service charge. New residents were made aware of the charges at the application stage. Although costs were more than council rents due to the care package provided, it was still an affordable rent. There were also alternative sheltered housing schemes available in the City. Rent charges would be constantly reviewed to ensure they were reasonable and affordable.
- Was the application process split 50/50 between the City and County Council or were City residents given priority?
- Officer Response: Lincoln residents were given priority as part of the allocation assessment. All the current residents were from the City.

Daren Turner, Strategic Director, Housing and Investment, highlighted that there were a few teething problems to be addressed by the build contractors, which were being followed up for final resolution.

Councillor Tom Dyer sought reassurance from the Director of Housing and Investment that he was confident with the detail of the full contract agreement for the complex which had been managed by a former staff member.

Daren Turner, Director of Housing and Investment confirmed that the overall delivery of the project was covered under the contract agreement, there were just a few snagging issues which were being chased to avoid penalties being applied. Under the retention policy, a legal view had been sought to the effect that a reasonable period of time should be given for the contractor to respond to snagging issues, in order to follow due process.

RESOLVED that:

1. A Post-Implementation Report of De Wint Court be added to the work programme to be presented to Housing Scrutiny Sub-Committee after April 2023.
2. The content of the verbal report be noted with special thanks to all the officers involved in the creation of this unique venture.

24. Performance Monitoring Report - Quarter 2 - 2022/23

Yvonne Fox, Assistant Director, Housing Management:

- a) presented Housing Scrutiny Sub-Committee with a quarter 2 report on Performance Indicators for the 2022/23 financial year (April 2022- September 2022), as detailed at Appendix A
- b) explained that over the last 12 years the Council had been working with the Lincoln Tenants Panel to improve external scrutiny and to meet the standards implemented by the Tenant Services Authority.
- c) highlighted that in total there were 21 measures and of those, against agreed targets, 7 were on or exceeding targets for the year (year-end), and 13 had not met the normal targets set
- d) reported that of the 13 measures that did not meet target, 8 of these were within 5% tolerance of their respective targets (amber rating), and one measure didn't have a target (complaints replied to in line with corporate policy)
- e) referred to Appendix A of the report which attempted to simplify the overall analysis by listing performance on a service functional basis (rents, repairs etc) and then showing the source of the indicator (reason)
- f) provided the committee with some key figures in relation to performance targets as follows:
 - Rent collection was ahead of the 96.5% target. Tenancy Services continued to prioritise the collection of rent to maintain the income stream. The financial pressures tenants were facing were increasingly apparent, and the new Sustainment Team were working with tenants who were struggling financially.
 - The percentage of all priority repairs carried out within the time limit of 1 day was slightly below the target of 99.5%. Since April there were 10 priority repairs completed outside the 24-hour window. Housing Repairs Service (HRS) were continually monitoring the volume of priority repairs and ensuring tickets were closed down when repairs were made safe. The repairs service was experiencing issues with repairs booked in on the Dynamic Resource Scheduling System (DRS) and its links to the Universal Housing IT system (UH) which was being logged manually until the replacement system was in place

- arrears as a % of the rent debit was currently marginally above target in the month of August with 4.76% achieved. Arrears were normally at their highest at this time of the year with a reduction due at the end of Q3 and Q4 due to the rent-free weeks. Increased numbers of tenants were migrating over to Universal Credit (UC) which increased arrears. The heightened costs of living had also put pressure on households. The national period of mourning almost meant a hiatus in arrears collection which impacted on collection.
- There was a dip in performance for repairs completed right on first visit in the month of August. Further codes were being added to the system to determine the need for further visits i.e., the need for a secondary trade, insufficient time to complete on the first visit.
- In terms of % of non-decent homes, at the end of the quarter we had 125 non decent properties which excluded refusals. We had seen a reduction in non-decent properties from the previous month, this was mainly as a result of doors and windows installed in September and all previous failures for chimneys now being resolved
- The average re-let time for standard dwellings was behind target but had improved compared to the same point last financial year. The voids team had faced an increase in the number of properties post pandemic. Properties had been found in poor condition needing a considerable amount of works and some contractors had struggled to meet this demand due to current market conditions regarding labour shortages in the construction sector. This affected many local authorities. There had also been some delays with asbestos and sign ups trying to accommodate tenants who were struggling to move. The teams were working to bring this closer to target for Q3.
- There had been a slight reduction in overall re-let times for dwellings including major works from 50.71 days in Quarter 1, although this was still behind target. There had been a high number of transfers this quarter due to the De Wint sign-ups. The team was working to reduce the overall number of days and contractors had placed additional labour into properties where necessary.
- The complaints tracker continued to be presented at the Director of Housing and Investment's Extended Departmental Management Team (EDMT) on a monthly basis and any overdue/close to deadline complaints were highlighted to Service Managers on a weekly basis.

g) welcomed members questions and comments.

Members discussed the report in full, commented/asked questions, and received relevant responses from officers as follows:

- Comment: There was a need to monitor re-let properties. Lincoln Tenants Panel members had a few suggestions to put on the table.
- Response: Thank you. The average re-let period was impacted by the number of voids occurring due to death being as high as 50%. There was a

legal process to be carried out in these sad circumstances and officers were unable to access the properties to carry out pre-inspections.

- Question: Why was the customer contact target for % calls answered within 90 seconds so low at 8.18%?
- Response: This indicator came within the remit of the Customer Services function. The Customer Services Manager had attended the last meeting of this Committee to explain the reasons for the target. The Customer Services Manager would be asked to add more detail to the next quarterly performance report to help members' understanding of the issues involved.
- Comment: The % calls answered within 90 seconds was low, however, local residents needed to get through to officers who knew the answer to their query.
- Response: The Duty Housing Manager or Housing Solutions Manager were always available to offer assistance and support. Officers urged the public to let them know if they were dissatisfied with the customer service provided.
- Comment by Mike Asher, LTP Member: He wished to defend the work of Customer Services staff having spent half a day with them. Operatives showed vast knowledge in responding to customer enquiries, and spent valuable time with each client to establish their issues.
- Question: Were the tenants who left properties in a poor condition without understandable reasons (e.g., frail/elderly clients), expected to offer pay back to the Authority for repairs to be carried out?
- Response: Each property was inspected and a recharge made if repairs were needed and access to the property was possible. In the case of abandoned properties, a recharge would be made to the former tenant which would remain as a debt to the Council for 7 years. Officers were currently looking at recharge prices conducting a piece of work alongside the Accountancy Team.
- Question: It was not possible to chase repairs on our on line system. Why was it not updated to reflect repairs still awaited?
- Response: An appointment was offered to tenants at the time the repair was reported. Clients would know when the work would be scheduled unless in specific cases a longer timescale was involved.

Mick Barber, Chair of LTP, highlighted that performance had improved on complaints responded to on-line. He fully understood the issues being experienced in the Customer Services Team; we needed to secure improved IT systems to see increases to call response times.

Councillor Donald Nannestad, Portfolio Holder for Quality Housing, advised that problems with customer call time responses was also a problem also in other areas of the country/other organisations. The digital repairs system was a trial initiative, it would take out a certain number of calls but was not intended to take out all of them. This area was not within the remit of his portfolio

Mick Barber, Chair of LTP, highlighted the main concern here was not call time, but redirection of calls to achieve a satisfactory response. Modernisation of the system was required to enable a good service to be provided. Hopefully suggestions offered by LTP would be implemented to ease the situation.

Councillor Hewson, Chair, asked whether it was necessary to review the target.

Daren Turner, Strategic Director of Housing and Investment, acknowledged there was an issue with call time responses, and that we needed to find a way to improve the system.

Councillor Hewson, Chair suggested that the Portfolio Holder for Customer Experience and Review, responsible for Customer Services, be invited to attend the next meeting of Lincoln Tenants Panel to give an update, a comment acknowledged by the Chair of LTP.

RESOLVED that:

1. The Customer Services Manager be requested to add extra detail to the next quarterly performance report to help members' understanding of the issues involved with performance on the percentage number of calls answered within 90 seconds.
2. The current performance outcomes during the financial year 2022/23 be noted.

25. Tenant Involvement Strategy 2022/2025 - Action Plan

Donna Lyons, Resident Involvement Manager, presented the Tenant Involvement Strategy 2022-25 for information, together with the Action Plan for the strategy which included a Lincoln Tenants Panel Assessment of progress to date.

She reported that LTP would continue to assess progress on the strategy and Action Plan using a gold, silver, bronze star/red flag rating system. There were currently no red flags against any of the objectives within the agreed Action Plan.

Councillor Hewson, Chair, received confirmation that the Panel was represented by a LTP member with disabilities.

Mick Barber, Chair of LTP, confirmed that he was actively attempting to recruit a lease holder to coordinate the marketing of the strategy to get more people involved.

RESOLVED that the content of the report be noted with thanks.

26. Work Programme 2022/23

The Democratic Services Officer:

- a. presented the work programme for Housing Scrutiny Sub-Committee for 2022/23 as detailed at Appendix A of the officer's report
- b. advised that this was an opportunity for committee to suggest other items to be included on the work programme.

RESOLVED that:

1. Additional items be added to the work programme as follows:
 - PIR De Wint Court- post April 2023

- Planned Scheduled Investment Programme Update- beginning of next Municipal Year
- Draft Downsizing Initiative – next scheduled meeting – 2 February 2023.

2. The work programme be noted.

LTP Project Updates

LTP continue to work with tenancy services, fire safety assurance, maintenance, business management and resident involvement on a variety of projects.

I will give you a brief overview of the projects we are covering in these areas:

Within tenancy services we are working with Jason Dobbs from the Voids Team and have agreed to change the format of inspecting voids – All LTP will attend a refresher voids inspection training programme and attend a quarterly working group to review voids process to enhance the process and to put forward recommendations. We understand inspecting a targeted one property a week may be difficult due to property type and availability, we have agreed to inspect as many as possible and take direction from the voids team – our aim is to increase from 5% to 10%.

We continue to review the complaints process and we are due to hold our third meeting in Feb/March – We have requested recommendations shared with relevant officers together with a request for further feedback relating to some complaints.

LTP are working closely with Phil Longhorn, interim maintenance manager on the schedule of repairs project. We are attending monthly meetings to review performance and are focusing on creating a marketing programme to deliver a consistent message and information to tenants on the benefits of the schedule of repairs project. We have posted on our Face Book Page eight schedule repairs post to promote and encourage tenants to make an appointment.

We continue to hold our monthly LTP meetings.

We held our AGM and formally adopted our constitution on Monday 7th November and two members of the public attended and expressed an int interest, resulting in Dorothy Terry becoming a new member of LTP.

The Resident Involvement Manager hosted a celebration event on Wednesday 15th November to acknowledge all the challenging work over the last couple of years in creating the LTP constitution and the Tenant Involvement Strategy. The Mayor, Director of Housing and Portfolio for Housing attended and kindly presented LTP with a Thank You speech.

LTP volunteered and assisted the Resident Involvement Manager at the Jarvis and Shuttleworth House fire safety exercise and engagement event. We found both events successful, in particular, tenants at Jarvis House actively engaged with officer and LFR.

I have stood down from ARCH and please to confirm Debbie Rousseau is my replacement and attended a meeting in January. In November, five LTP members attended a free ARCH Conference – The conference delivered two workshops on decarbonisation and Fuel poverty/cost of living and in addition to this, three guest speakers; Kate Dodsworth – Director of consumer regulation and Fleur Priest-Stephens - tenant engagement manager for the regulator of social housing, presented

information on the proposed tenant satisfaction measures and regulatory changes and Caritas Charles – Policy and Insight Manager addressed resident engagement in building safety.

Three LTP members are working with Keeley Johnson and Area Housing Managers to create an ASB working group reviewing ASB cases on a quarterly cycle and have recently completed their first review. The working group are also in the process of trying to obtain an ASB accreditation.

In November, I attended the Social Housing Quality Register Panel launch event which highlighted how the Resident Panel will run over the next 12 months, providing the panel with opportunities to discuss topics. The SHQR panel will focus on one of the chosen topics, “how complaints are managed by landlords and the Housing Ombudsman” via the online community, this is a platform used to share experiences of social housing and thoughts about related government policies, ensuring and enabling us to have direct communication with DLUHC and help drive change for the future. The online community will involve a mixture of activities, questions and discussions on an aspect of the social housing quality programme.

Thank You!

SUBJECT:	HOUSING REVENUE ACCOUNT BUSINESS PLAN 2023/28
DIRECTORATE:	HOUSING AND INVESTMENT
REPORT AUTHOR:	PAUL HOPKINSON, SENIOR HOUSING STRATEGY OFFICER

1. Purpose of Report

- 1.1 This report presents the Housing Revenue Account (HRA) Business Plan for 2023/28. In addition, it sets out proposals to undertake a thorough review of the HRA during the first half of 2023 with the goal of developing an exciting 30-year business plan that sets out what we want to achieve over the next 30 years.

Housing Scrutiny Sub Committee is asked to discuss the HRA Business Plan for 2023/24 and to support the development of an updated and wide-ranging 30-year business plan during 2023.

2. Background

- 2.1 All Councils with 200 or more council houses are required to have a Housing Revenue Account. City of Lincoln Council (CoLC) has 7,794 council properties consisting of 3,508 Houses, 3,334 Flats, 582 Bungalows, 266 Maisonettes and 104 bedsits. Of these 6,065 properties (77.8%) were built up to 1975 and 1,729 (22.2%) were built after 1975

The HRA covers revenue income and expenditure relating to the Council's own housing stock. It is an account that is ring-fenced from the Council's general fund as required by the local government Act 1989 which specifies the items that can be charged and credited to it.

The Council must include all costs and income relating to the Council's landlord role (except in respect of leased accommodation, for households owed a homeless duty, and in respect of accommodation provided other than under Housing Act powers).

The Council has a legal duty to ensure the account remains solvent and to review the account throughout the year.

The Housing and Investment Directorate employs 211 staff.

The team has worked hard to deliver and improve core housing services. During 2021/22 we carried out 22,579 responsive repairs and completed 96.5% of them on time, at a total cost of circa £7million.

At the same time, we continue to deliver the planned investment programme renewing and upgrading kitchens, bathrooms, windows, doors and heating systems to hundreds of homes.

In 2023/24 we will invest a total of £9.1million replacing over 4,000 building components including: -

- 842 Heating Boilers
- 497 Kitchens
- 732 Doors
- 245 Bathrooms
- 227 Windows

2.2 The HRA Business Plan sets out our income and expenditure plans for the delivery of council housing in Lincoln, The Plan and associated budgets are reviewed and monitored annually. A one-year business plan was reviewed and approved in February 2022 and in the normal course of events the 30-year plan would have been developed in 2023. However, this normal cycle has been disrupted by events beyond our control that will have significant effect on the viability of the business plan and its delivery in the short to medium term. For example, the war in Ukraine, the subsequent cost of living crisis and the uncertain political situation in the UK. The long-term plan needs to be fundamentally reviewed and updated.

2.3 Our goal is to refresh the business plan for the 2023/24 financial year and undertake a full strategic review during the first half of 2023, with the aim of having an updated HRA Business Plan that looks generationally at Lincoln's wider housing and community needs, developed, and approved for the start of the 2024/25 financial year.

Over the next thirty years we plan to invest a total of £220million modernising and improving our homes.

Energy efficiency is a key issue for our tenants. We continue to improve the thermal performance of our homes and our properties currently have an average SAP (energy efficiency) rating of 70 which is higher than the national average of 67.

Our target is to acquire 400 additional properties between 2020 to 2025. To date we have acquired a total of 217 additional properties and expect to acquire a further 52 properties in 2022/23. We are confident that we will achieve our target by 2025 and are working to acquire an additional 149 properties, 61 of which will be owned by the council.

3. The HRA Business Plan 2023/28

3.1 The HRA Business Plan is set out in eight sections.

1. Introduction

The introduction sets out the purpose of the HRA Business Plan, it explains the documents scope and helps the reader to build an understanding the information contained in the Business Plan document.

2. Background

The background outlines the regulatory requirements that force local authorities to set up a Housing Revenue Account. It identifies the main features that a HRA must contain. It also provides the dates (2012, 2016 and 2022) when previous HRA Business Plans were produced and describes the recommendation to refresh the business plan for the 2023/24 financial year and undertake a fundamental review during the first half of 2023, with the aim of having a reviewed and updated HRA Business Plan written and approved for the start of the 2024/25 financial year.

3. The HRA Business Plan Environment

The strategic business planning environment for a HRA is never easy, however, this has become even more difficult with uncertainty over income and expenditure because of the changing political landscape and the cost-of-living crisis caused by the war in Ukraine.

The previous three years have seen an unprecedented amount of change and uncertainty, and this has had a marked impact on our ability to manage and deliver housing services. This section describes the complex and fast-moving environment that surrounds the HRA.

Effective business planning is essential in turbulent times and this section describes the various challenges and opportunities that we need to be aware of and plan and prepare for.

4. City of Lincoln Corporate Vision – The Golden Thread

The “Golden Thread” is a performance framework that describes how an organisation’s goals, values and visions are aligned and woven into the organisations culture and way of working.

This section describes the links between CoLC’s corporate vision (Vision 2025), The Housing Strategy and the HRA Business Plan. It explains how the HRA Business Plan aligns with and supports the Housing Strategy, which in turn aligns with and supports Lincoln’s five overarching strategic objectives.

5. Resident Involvement

We know that we need to design and deliver housing services in partnership with tenants if we want successful and vibrant neighbourhoods. We have been doing this through our Lincoln Tenants Panel (LTP) which represents the diverse group of residents that live in HRA properties. The LTP plays a crucial role in guiding and shaping housing services in Lincoln, and we have fully consulted with them during the development of this Business Plan.

Please see below a quotation from the Chairman of the Lincoln Tenants Panel

“The Lincoln Tenants Panel have been consulted and involved in the development of the council’s 30-year business plan for housing. We are at the start of an exciting journey and have been involved in all aspects of the plan and spent time meeting with officers to learn how the business plan is put together and what it means for us as tenants. We believe a sustainable business plan will ensure we can meet our targets by

understanding the challenges our council faces and to envisage a way forward to help solve this. We have the resources available, and the council has been clear about what this means to us and the potential difficult decisions that must be considered, to help City of Lincoln achieve the desired outcomes and targets”

Mick Barber – December 2022

6. Delivering A Great Housing Service in Lincoln

This is the largest and most detailed section in the Business Plan. Lincoln has approximately 7,800 HRA properties and this section sets out how the HRA Business Plan supports the delivery of services to Lincoln’s tenants, it covers three overarching areas:

- 1. Delivering an excellent housing management service** – including a wide range of housing, estate management and tenancy services, responsive repairs and maintenance, lettings, and void property management. It also includes property acquisitions and disposals, right to buy applications, supported housing and tenant participation.

We are committed to continuing to improve the Housing service and during 2023/24 we will: -

- Undertake a fresh Housing Needs survey
- Revise and update the Mould and Condensation policy
- Fully implement the requirements of the Fire Safety Bill and Fire Safety Act
- Introduce tenancy verification visits
- Develop an Estate Regeneration strategy
- Develop a Decarbonisation Strategy

- 2. Providing quality housing which meets tenants needs and aspirations** – this section looks at how we manage and maintain our property assets to ensure they continue to provide high quality accommodation for tenants. This includes how we collect and maintain asset and stock condition data, how we manage the strategic property options appraisal process, our approach to climate change, together with our short and medium-term investment plans.

- 3. Delivering affordable housing to meet housing needs** – Historic and on-going Right to Buy sales have placed a strain on our ability to provide enough good quality housing to meet the needs and aspirations of our residents. This section considers how CoLC will provide sufficient homes to meet increasing demand for housing in the city. It reviews previous successes and considers proposals to regenerate estates and neighbourhoods, as well as the on-going property acquisition and new build development plans across the city.

7. Financial Planning

The HRA Business Plan is above all else a financial planning document and this section sets out the income and expenditure plans for the five-year period 2023/24 to 2027/28.

All the financial details have been taken from the Councils overarching Medium Term Financial Strategy.

This section is split into two areas, the first relates to the revenue budgets and includes data on where the income comes from, together with a summary of where the monies are spent.

The HRA account is under a great deal of pressure to break even because of increased inflationary costs caused by the war in Ukraine and the subsequent cost-of-living crisis. Whilst at the same time having to cope with below inflation rent increases in 2021/22 and 2022/23.

Revenue Budgets

In 2023/24 the HRA revenue account has a projected total income from rents, service charges and various other income streams of £33.93million, rising to £38.19million in 2027/28. This assumes that rents will increase over the five years at 6.5% in 2023/24 followed by increases of 5%, 3%, 3% and 3% in each of the subsequent years.

The annual income streams are spent across numerous budgets. The main item of expenditure is on repairs and maintenance which incurs the largest expenditure in each of the five years, followed by staffing costs, debt management expenses, HRA loan charges, HRA debt provision and major repairs reserves. The short-term economic situation continues to be uncertain, and we anticipate that we will face significant increases in inflation that will drive up energy, fuel and material costs.

We have taken a prudent approach to financial management of the HRA and over the five-year period we estimate that the HRA revenue account will make a small deficit of £52,420.

At the end of the 2027/28 fiscal year, we estimate the HRA will have a positive balance of £1,009,232.

Capital Expenditure

In total we are planning to spend £61.9million on capital projects over the next five years at an average spend of £12.3million a year. Our capital investments are made up of three main categories.

1. Housing Investment, this includes the Decent Homes and Lincoln Standard improvement programmes, Health and Safety works and Other Current Developments which incorporates landscaping and environmental improvement projects, CCTV systems and improvement works to garage sites. In total we will be investing £54.9million in these projects over the next five years.
2. New Build Programme, this includes various projects to build new homes and the acquisition of one-off properties under the Buy Back and other government backed schemes. In total we will be investing £5.1million delivering additional homes over the next five years.
3. IT/Infrastructure, this includes on-going investment in IT systems, hardware, and communication systems. In total we will invest £473,000 in this area over the next five years.

8. Action Plan

This section summarises the key actions we will undertake to enable delivery of the HRA Business Plan.

4. Proposed Timetable/Next Steps

- 4.1
 - Housing Scrutiny Committee – 2nd February 2023
 - Executive – 20th February 2023

5. Strategic Priorities

5.1 Let's drive inclusive economic growth

The Housing Revenue Account invests approximately £30million in Lincoln's economy each year, with much of this spend going to local businesses and residents. These partnerships with local businesses help to support the growth of a vibrant and resilient economy in the city.

We directly employ approximately 400 people and enable many more jobs in our suppliers and sub-contractors. We support local businesses and residents by putting social value at a key component in our contracts with suppliers and contractors to maximise delivery of training and employment opportunities for local resident.

The provision of good quality accommodation and pleasant neighbourhoods makes the city an attractive destination for people and businesses who may be considering investing in or moving to the area.

5.2 Let's reduce all kinds of inequality

The provision of good quality housing is a fundamental human need. Providing quality accommodation will improve the quality of life for thousands of people across the city, minimise deprivation and inequality.

We are working with residents and partners in key neighbourhoods such as Sincil Bank to develop strong communities where people feel safe and welcome.

We are working with partners to support vulnerable residents by delivering a Housing First solution to assist rough sleepers to move to safe accommodation.

We are improving the quality and energy efficiency of our homes to provide attractive, comfortable homes and to reduce fuel poverty for our tenants.

5.3 Let's deliver quality housing

The business plan contains proposals to maintain and improve approximately 7,800 homes, whilst also regenerating neighbourhoods and delivering much needed new and refurbished additional homes.

We are driving up the quality and standards of our homes by the introduction of our New Build Standard to provide quality accommodation such as the recently opened De Wint Court Extra Care scheme which provides 70 much needed purpose-built apartments.

We are continuing to further improve our existing properties and estates through the Decent Homes and Estate regeneration programmes. These programmes will provide good quality homes in attractive, appealing neighbourhoods.

5.4 Let's enhance our remarkable place

We fully appreciate the importance of investing in our homes and estates to ensure we deliver good quality homes in nice neighbourhoods. We have carried out a review of two high-rise blocks and will expand this process to undertake reviews of older persons accommodation and whole estates during 2024.

We continue to drive forward the project to deliver a range of improvements in the Sincil Bank area. These include a proposal to provide high quality modern housing and improved street scene at Hermit Street and the regeneration of old and outdated car park areas.

Repairing, maintaining, and improving homes and neighbourhoods is essential if we are to enhance our beautiful city. We continue to improve our homes and neighbourhoods to ensure that residents can enjoy their homes and the surrounding environment.

5.5 Let's address the challenge of climate change

We are working to make our council housing as energy efficient as possible. Our asset investment plan includes the fitting of additional insulation, high-quality double-glazed windows, and efficient heating systems. This is lowering the carbon emissions from our homes as well as reducing fuel poverty for our tenants.

We are also using the HRA to drive down our carbon footprint by introducing a modern efficient fleet of vehicles, using "batched" scheduled repairs where possible and by specifying sustainable building materials.

In 2023 we will undertake a major project to review the use of alternative forms of carbon zero forms of heating in our homes to deliver clean heating solutions at a cost that our tenants can afford.

6. Organisational Impacts

6.1 Finance

The provision of housing accommodation is set out in Part II of the Housing Act 1985. Statutory requirements regarding keeping of a Housing Revenue Account (HRA) are contained in the Local Government and Housing Act 1989 ("Act"). The provisions contain a duty under section 76 of the Act, to budget to prevent a debit balance on the HRA and to implement and review the budget. The Act places a duty on local housing authorities to: (i) to produce and make available for public inspection, an annual budget for their HRA, which avoids a deficit; (ii) to review and if necessary, revise that budget from time to time and (iii) to take all reasonably practical steps to avoid an end of year deficit.

6.2 Legal

The expenditure referred to in this report will be spent pursuant to the Council's powers and duties and the Council has a duty to disclose information as set out in the Housing Revenue Account (Accounting Practices) Directions 2016.

All procurement associated with the delivery of the Business Plan and subsequent works to the Council's Housing stock will be undertaken in line with the requirements of the Authority's own Contract Procedure Rules and Public Contract Regulations, which are embedded in UK law.

6.3 Equality, Diversity and Human Rights

The Equalities Act 2010 introduced a single public sector equality duty. This duty requires the Council to have due regard in its decision-making processes to the need to:

- a) Eliminate discrimination, harassment, victimisation, or other prohibited conduct.
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it, and.
- c) Foster good relationships between those who share a relevant characteristic and those that do not share it.

The relevant protected shared characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

The Council is required to act in accordance with the equality duty and to have due regard to the duty when carrying out its functions, which includes making new decisions in the current context and in relation to the new strategy.

It should be noted in respect of the Council's public sector equalities duties where the setting of the capital, revenue and HRA budget results in new policies or policy change the relevant service department will carry out an equality impact assessment to secure delivery of that duty including consultation as may be required.

In addition, any estate regeneration schemes are subject to an Equalities Impact Assessment to ensure any arising issues are addressed. DDA works and disabled adaptations are included as essential works within the capital programme. Further Equalities Impact Assessments and/or consultation may be necessary if significant changes are envisaged to Housing Management Services or Schemes.

7. Risk Implications

- 7.1 Failure to approve the HRA Business Plan and associated income and expenditure proposals would have a detrimental impact on the delivery of housing services in Lincoln.

8. Recommendation

- 8.1 Housing Scrutiny Committee is asked to discuss the HRA Business Plan for 2023/24 and to support the development of an updated 30-year business plan during 2023.

Is this a key decision? Yes

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? 3

Lead Officer: Paul Hopkinson, Senior Housing Strategy Officer

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City of Lincoln Housing Revenue Account Business Plan 2023 - 2028



CITY OF
Lincoln
COUNCIL

Contents

1. Introduction

2. Background

3. The HRA Business Plan Environment

4. City of Lincoln Corporate Vision – The Golden Thread

5. Resident Involvement

6. Delivering a Great Housing Service in Lincoln:

6.1 Delivering an excellent housing management service

6.2 Providing quality housing which meets tenants needs and aspirations

6.3 Delivering affordable housing to meet housing needs

7. Financial Planning

8. Action Plan

Appendices:

- **1 - HRA Action Plan**
- **2- DHI Risk Register**
- **3 - Key Performance Indicators 2022/23**
- **4 - HRA New Build Programme**
- **5 - Glossary**

1. Introduction

The Housing Revenue Account (HRA) is the financial account used to manage local authority social landlord activities. It is funded through rents and service charges from council tenants and leaseholders. It is ring-fenced in law and can only be used to provide services to council housing tenants or leaseholders or to fund the development or acquisition of new council homes or other related capital projects.

This Business Plan sets out how the City of Lincoln Council will manage its HRA resources over a 5-year period, to ensure the delivery of quality council housing in Lincoln. The HRA is reviewed and updated regularly to set budgets and charges for the years ahead. It also provides an updated plan for the capital investment programme.

The HRA has been self-financing since 2012, although there had been restrictions on both the rents that can be charged and the amount that can be borrowed. The Government removed the borrowing cap in 2018 and the HRA is now subject to the similar prudential guidelines as the General Fund.

Recent changes in the Right to Buy regulations extended the period that receipts can be retained from three years to five years. At the same time the level of receipts that can be used to support development spend has increased from 30% to 40%.

In September 2022 government started consultation with social landlords regarding a proposed rent cap for social housing. In the Autumn Statement the Chancellor announced that rent increases in 2023/24 will be capped at a maximum of 7%. Analysis indicates that the cap will produce savings for the Department of Work and Pensions but will mean that councils have to cope with the impact of lost revenue to their HRA accounts.

2. Background

All local authorities that own more than 200 social dwellings are required to account for them inside a Housing Revenue Account. The HRA is intended to record expenditure and income on running a council's own housing stock and closely related services or facilities, which are provided primarily for the benefit of the council's own tenants.

With 7,794 dwellings the City of Lincoln Council is required to have an HRA. The main features of a HRA are:

- It is a landlord account, recording expenditure and income arising from the provision of housing accommodation by local housing authorities
- It is not a separate fund but a ring-fenced account of certain defined transactions, relating to local authority housing within the General Fund
- The main items of expenditure included in the account are management and maintenance costs, major repairs, loan charges and depreciation costs
- The main sources of income are from tenants in the form of rents and service charges
- The HRA should be based on accruals in accordance with proper accounting practices, rather than cash accounting.

The HRA Business Plan was last reviewed and updated in spring 2022 and our intention was to undertake a fundamental review during the latter part of 2022/23, with the aim of having a reviewed and updated long-term HRA Business Plan written and approved for the 2023/24 financial year. However, the war in Ukraine and the associated cost of living crisis, combined the unprecedented political uncertainty in the UK, means that we are unable to make accurate long-term financial forecasts at this time. Therefore, we will update the Business Plan for 2023 to 2028 and work to produce a 30-year Business Plan for the start of 2024/25.

The HRA will invest significant sums into council housing in Lincoln and our aim is to use this investment to support long-term improvements in communities and neighbourhoods by improving wider socioeconomic factors such as health, welfare, crime, and education.

3. The HRA Business Plan Environment

The HRA Business Plan is a living and vibrant document that sets out how Lincoln's housing services will be delivered and accounted for, and as such it exists in an uncertain and evolving environment. 2022 has been a turbulent year, with political changes at home and a war in Ukraine.

The period from 2016 has seen the country face many challenges as it strives to cope with; changes to the political landscape with five different Prime Ministers in the previous six years, continued fall-out from Brexit vote and the on-going Covid pandemic, the tragic fire at Grenfell Tower and the transition to Carbon Net Zero. The following section describes some of the major factors that influence Lincoln's HRA Business Plan.

Damp and Mould

The tragic death of Awaab Ishak in December 2022 from a respiratory condition caused by mould in his home highlighted the importance of repairing and maintaining homes to a high standard. Many of our homes are older and could suffer from condensation, lack of ventilation leading to mould problems. During 2023 we will review our property standards and operating procedures to ensure they always meet the needs of tenants.

War in Ukraine/Cost of Living Crisis

The Russian invasion of Ukraine has materially altered the outlook for the UK economy and increased uncertainty over what may happen next. In September 2022 the Organisation for Economic Co-operation and Development (OECD) reported that the world's leading economies are sliding into recession as the energy and inflation crises caused by the war cuts growth. In the UK steeply rising energy prices have led to rising inflation and a 'cost of living crisis' for many, with the low paid and vulnerable the worst hit. The government consulted on a potential rent cap which could reduce HRA income at a time when costs are likely to increase. In November 2022 the Government announced that social housing rent increases would be capped at a maximum of 7%. This equates to a real-term reduction in income, and this could affect the long-term financial sustainability of the HRA and impact investment decisions.

Building and Fire Safety

Following the tragic events of the Grenfell fire in 2017, Government introduced several measures to improve fire and building safety especially in high rise blocks and buildings of multiple occupancy.

The Hackett report was published in 2018 and set out over 50 recommendations for the delivery of a robust regulatory system. In response to this Government introduced the Building a Safer Future (BSF) initiative as a framework to address the shortcomings identified by the Hackett enquiry.

Two key pieces of legislation support this initiative – the Building Safety Bill and the Fire Safety Act. The Fire Safety Act received royal ascent in April 2021 and the Building Safety Act received royal ascent in April 2022. Many of the detailed provisions in the Acts will be implemented over the next two years through a programme of secondary legislation.

Following consultation and formal introduction of the Acts it is likely that there will be additional requirements to further improve building and fire safety. In Lincoln we have recruited specialist fire safety expertise to run the Safety Assurance Team within the housing directorate. This was an approach taken following the Grenfell Tower disaster and in reaction to new and changing regulations and legislation around building safety.

Works are planned and resident engagement activity has increased to ensure residents are able to appreciate the nature of the fire risk. The tower blocks are all regarded as lower risk due to the construction methods and additional control measures and rectification works, carried out over the last few years. All tower blocks have dedicated fire strategies and we have completed the Type 4, intrusive Fire Risk Assessments. This is a critical step to develop the building licence, required under the Building Safety Bill. The other property archetypes with communal areas, are being assessed on a rolling programme. This is being managed by a specialist in-house team. The processes created has seen an increase of fire safety works across this stock and an improved level of management of risk.

Planning Policy

The planning landscape is confusing. In 2020 the Government published proposals to update the planning system to increase the number of properties built by speeding up the planning process, with the Planning for the Future White Paper and the consultation on Changes to the Current Planning System. However, the appointment Liz Truss as Prime Minister heralded a change of approach with her new government calling for a streamlined process to speed up planning applications based on designated “innovation zones”. The subsequent change in Prime Minister has brought this approach into question and we will continue to monitor the situation and look to take advantage of opportunities to increase the stock of council homes for families in housing need.

Help to Buy

The Government introduced a new Help to Buy scheme in April 2021, the scheme will be restricted to first-time buyers and included a property price cap for each region. The scheme runs from April 2021 to March 2023. The risk for CoLC is that the scheme will

encourage tenants to buy their council properties (especially modern or new build properties) at a time when the Council is looking to increase the number of Council homes.

Prudential Borrowing

HRA's became self-financing in 2012, with restrictions placed on the level of external borrowing. The government removed the debt cap in 2018 and HRA borrowing became subject to similar prudential borrowing guidelines as the General Fund. This change provides an opportunity for Lincoln to increase the supply of affordable housing, however, it needs to ensure that the investment represents value for money and that it can meet the costs of the borrowing. The cost-of-living crisis has led to increasing inflation and interest rates and we are calling for increased grant rates from Homes England to support the cost of developing additional homes.

Welfare Reform

Two recent governmental policies have affected the HRA.

The Welfare Reform and Work Act 2016 required social landlords to reduce rents by 1% each year for four years from April 2016. From April 2020 social landlords could increase rents by the Consumer Price Index (CPI) plus 1% for at least five years. The overall effect of these changes has been to reduce the revenue available to the HRA by a cumulative total of circa £17million. In 2022 the government is consulting on the introduction of a second cap on rents. In November 2022 the Government announced that it was limiting the annual increase in social housing rent to a maximum of seven per cent in 2023/24. With sector inflation running at 11.1% (in September 2022) this means that the HRA will see a substantive reduction in income.

The roll out of Universal Credit (UC) commenced in 2013 for new benefit claimants. The migration of new and existing claimants is complete, and claimants now migrate to UC as their circumstances change. These changes to the welfare system represent a major change and we will continue to monitor the impact of these changes on rent collection and associated bad debts.

Coronavirus (COVID-19) Pandemic

The Coronavirus pandemic continues to cause disruption to all areas of society and business in the UK. The pandemic changed the ways in which we operate and limited our ability to interact with and serve customers. This is especially noticeable for services where tenants visit one of our offices or where we must enter tenants' properties to carry out repairs or mandatory safety checks. It is now much more difficult to recruit or retain staff, especially for customer facing roles, as people are now making different lifestyle decisions and are seeing hybrid working with less time in the office and more time working from home.

The situation has not yet returned to normal and many of our contractor and supply chain partners have continue to be affected and this has led to delays in many projects and programmes of work. We continue to monitor and respond to the situation.

Brexit – Leaving the EU

The UK left the European Union on the 31 January 2020. It is difficult to quantify the consequences of Brexit because the impact of the move was overshadowed by the COVID pandemic. However, there are several areas where we are noticing the effects of Brexit: on the HRA:

- Imports from the EU have been disrupted by the new border formalities and this has led to shortages of goods and materials.
- Brexit has led large numbers of EU workers to leave the UK, and this has led to shortages of skilled labour in the construction and maintenance sectors, HGV drivers etc.
- It is difficult to recruit staff with more job vacancies
- Increased costs for goods and services

The Social Housing White Paper – A Charter for Social Housing Residents

The Social Housing White Paper – The Charter of Social Housing Residents was published on 17 November 2020 and is based upon the proposals set out in the Social Housing Green Paper - A New Deal for Council Housing that was published in 2018. The main thrust of the White paper is – treating residents with respect, listening to their concerns, and putting in place a fairer and safer system for all those living in social housing.

The Charter sets out what every social housing resident should be able to expect:

- **To be safe in your home**, we will work with industry and landlords to ensure every home is safe and secure
- **To know your landlord is performing**, including on repairs, complaints, and safety and how it spends its money, so tenants can hold it to account
- **To have complaints dealt with promptly and fairly**, with access to a strong ombudsman who will give tenants swift and fair redress when needed.
- **To be treated with respect**, backed by a strong consumer regulator, and improved consumer standards for tenants
- **To have your voice heard by your landlord**, for example through regular meetings, scrutiny panels of being on its board. The government will provide access to help tenants to learn new skills if needed, to ensure landlords listen
- **To have a good quality home and neighbourhood to live in**, with landlords keeping homes in good repair
- **To be supported to take your first step to ownership**, so it is a ladder to other opportunities, should your circumstances allow

We are committed to all seven standards set out above and will work with tenants to ensure that the homes, neighbourhoods, and services we offer comply with the Charter. In addition, we will ensure that the seven themes are included in our Resident Engagement Strategy and the Lincoln Tenants Panel (LTP) constitution.

Tenant Satisfaction Measures

In September 2022 the Regulator of Social Housing published the outcome of its consultation on tenant satisfaction measures. As a result, from 1st April 2023 all registered social landlords must collect and publish a range of 22 satisfaction measures on areas such as repairs, safety checks, complaints and tenant perception of a landlord's services. We are currently assessing the new measures and will put in place actions to ensure the new data is collected from the 1st April 2023.

4. City of Lincoln Corporate Vision - The Golden Thread

Lincoln's Vision 2025 sets out what we want to achieve by 2025 and how we will achieve it. It focuses on five key priorities to deliver Lincoln's ambitious future, they are:

- 1. Let's drive inclusive economic growth**
- 2. Let's reduce all kinds of inequality**
- 3. Let's deliver quality housing**
- 4. Let's enhance our remarkable place**
- 5. Let's address the challenge of climate change**

In 2020 The council agreed a new Housing Strategy to deliver "*quality affordable homes in which people can feel safe and thrive*" This strategy supports Lincoln's corporate vision and sets out a plan to deliver quality housing through three key objectives:

- **Provide housing which meets the varied needs of our residents**
- **Building sustainable communities**
- **Improve housing standards for all**

The HRA Business Plan supports and compliments Vision 2025 and the Housing Strategy by setting out the financial assumptions and planning that underpin the Housing Strategy. The HRA Business Plan sets out the income and expenditure plans to:

- Ensure the housing services funded through the HRA are efficient and effective
- Maintain the quality and safety of the existing supply of council housing
- Deliver major repair and component replacement programmes
- Invest in new homes for vulnerable people
- Increase the supply of housing to tackle homelessness
- Invest in the delivery of new affordable homes for rent
- Improve the quality of neighbourhoods

- Supporting the Council's goal to achieve net zero carbon by 2030

The HRA Business Plan provides a framework that sets out how we will deliver the objectives included in the Housing Strategy, the strategy contains 44 individual goals each of which are specifically designed to support the goals set out in Vision 2025 and the Housing Strategy. The Housing Strategy Action Plan is included as Appendix 1.

5. Resident Involvement

We understand and appreciate the importance of working in partnership with our resident to design and deliver housing services and have been doing this by consulting and working with our Lincoln Tenants Panel (LTP). The LTP is for everyone who has a role as tenant of the City of Lincoln and representatives include:

- Council tenants
- Sheltered housing tenants
- Resident leaseholders
- Private tenants of leaseholders

The panel is independent of CoLC and plays a vital role in ensuring that tenants are fully involved as we shape housing policy. CoLC is committed to working with LTP to:

- Ensure meaningful resident engagement in decision making
- Work collaboratively with tenants to implement mechanisms for scrutiny and oversight
- Support tenants to hold CoLC to account
- Be open to the challenges that all of this brings

We have been working in partnership with our tenants and have reviewed and updated the Tenant Involvement Strategy which sets out how we will provide a range of ways for tenants and leaseholders to get involved to co-design services and improvements.

6. Delivering a Great Housing Service in Lincoln

Social housing is about much more than just buildings, it includes homes, neighbourhoods and communities and is ultimately focussed on helping residents to fulfil their potential and live happy lives. The most recent Lincoln City Profile 2012-2022 identified that the Ministry for Housing, Communities and Local Government ranked Lincoln as the 68th most deprived local authority area out of a total of 317 local authorities across the UK. We must do our part to improve this statistic and our goal is to 'Deliver Quality Housing' in Lincoln and this section sets out how the HRA Business Plan supports the delivery of services to its tenants, it covers three areas:

1. Delivering an excellent housing management service
2. Providing quality housing which meets tenants needs and aspirations
3. Delivering affordable housing to meet housing needs

The second and third themes inform the Business Plan's Asset Management Plan.

6.1 Delivering an Excellent Housing Management Service

The Social housing management function in Lincoln consists of a comprehensive range of services including:

- lettings and nominations
- void management
- estate management
- tenancy management
- responsive repairs
- void repairs
- planned repairs and cyclical maintenance
- safety assurance activity
- rent collection and arrears recovery
- financial management
- decommissioning, remodelling and demolition
- acquisition and disposal
- tenant participation
- supported housing management
- leasehold management; and
- Right to Buy management

CoLC's Social Housing Portfolio

CoLC's has a total rented housing stock of 7,794 dwellings. This comprises 7,327 general needs dwellings, with the remainder being older persons housing. Most of the stock is of traditional build; however, the portfolio includes prefabricated housing built in the 1940s, along with sheltered housing schemes and high-rise flats built in the 1960s. The age profile of our stock provides us with many challenges.

General Needs Housing as at 20 October 2022

The general housing includes bungalows, houses, flats, and maisonettes. Houses make up the largest proportion with 47.2% of the general needs housing, followed by flats with 41.1%, bungalows with 7.4% and maisonettes with 3.6%. The following table shows general needs housing by property type and number of bedrooms.

	Bedrooms				Totals
	1	2	3	4+	
Bungalow	325	159	61	1	546
Flat	2,397	604	15		3,016
House	16	1,715	1,612	156	3,499
Maisonette		249	17		266
Totals	2,738	2,727	1,705	157	7,327

Older Persons Housing as at 20 October 2022

There are just under 467 older persons properties based in seven sheltered schemes, which are a mixture of categories 1 and 2. Two category 2 schemes comprise bedsitter accommodation, where although the bedsits are ensuite, there is no separate living area to the bedroom. Most of the sheltered accommodation is made up of flats and there are 36 sheltered bungalows and 9 houses. In 2022 we opened De Wint Court an extra care sheltered housing (category 2.5) scheme, this comprises 50 one-bedroom flats and 20 two-bedroom flats. The following table shows older persons housing by property type and number of bedrooms.

	Bedrooms			Totals
	1	2	3	
Bedsit	104			104
Bungalow	16	20		36
Flat	282	35	1	318
House			9	9
Totals	402	55	10	467

In addition to sheltered housing, the HRA contains supported housing move-on accommodation for rough sleepers and those at risk of rough sleeping.

It should also be noted that a number of vulnerable and disabled people will reside in general needs stock. Examples include people fleeing domestic violence and vulnerable young people. Any support and care provision received by these tenants is person centred and does not link to the property, this has led to a greater reliance on rental income to fund increased levels of intensive housing management.

There is a need for temporary housing to accommodate people who are homeless, whether this is whilst investigations are being undertaken or whilst a household owed the full homelessness duty is awaiting an allocation of housing. In order to minimise bed and breakfast and other temporary housing costs, the Council utilises general needs HRA stock as a form of temporary accommodation.

Much of the housing stock has been sold through the Right to Buy, with historic sales of around 50 dwellings a year. Since 2012 the Council has sought to both compensate for the Right to Buy and meet housing need through the delivery of new build housing and the acquisition of new build and existing housing stock.

The following two tables provide a break-down of Right to Buy sales and additional properties acquired since 2014/15.

Right to Buy Sales

Year	RTB sales
2014-15	36
2015-16	53
2016-17	62
2017-18	67
2018-19	48
2019-20	52
2020-21	32
2021/22	55
Totals	405

Additional Properties

Year	New / acquired dwellings
2014-15	10
2015-16	20
2016-17	0
2017-18	35
2018-19	176
2019-20	34
2020-21	61
2021/22	91
Totals	432

This shows that since 2014 Lincoln has sold a total of 405 under the Right to Buy legislation. Whilst over the same period it has developed or acquired a total of 432, a net gain of 27 properties. Demand for social housing in Lincoln continues to grow and our goal is to increase the number of affordable homes in Lincoln to meet this growing demand.

In addition to homes the HRA owns and manages 1,113 garages and leases 61 garage plots. These are let to both council tenants and private residents. As funding for development opportunities arise it has become prudent to consider the demolition of garages and the potential to develop affordable housing on garage sites, however, due to access issues and limited economies of scale, these sites will only deliver a relatively small numbers of dwellings.

The Council has a dedicated tenant involvement team which works with the Lincoln Tenants Panel (LTP). The Panel is involved in the development of a range of policies and new initiatives. An updated tenant involvement strategy has recently been developed which seeks to build resilience and encourage financial and digital inclusion.

During 2021-22, not including the use of HRA housing as temporary accommodation, the annual turnover of council housing was around 5.5% of stock; nearly 57% of lettings were to homeless households. This means that the Housing Solutions team allocates approximately 200 properties each year to new applicants and transferring tenants.

The average turnaround time for a void property during 2021-22 was 56 days (excluding properties with major works), resulting in rent lost through voids of £381k. Void time relates to the extent of works required to reach the lettable standard and the demand for a property. At the end of March 2022 void properties (management and non-management) comprised 1.05% of the Council's housing stock. However, this void property turnaround performance worsened in late 2021 and the first quarter 2022, primarily due to the numbers of tenancies ending (for various reasons) and a lack HRS and sub-contractor labour, we initiated an improvement plan and are confident that performance will be back to acceptable levels by April 2023.

During 2021-22 the ratio of responsive to planned maintenance was 21.4% planned to 78.6% reactive, however the ration was severely disrupted due the cancellation of several planned maintenance projects because of Covid. It is important that we increase the proportion of spending on planned work to achieve economies of scale and provide efficiency savings to reinvest, and we have introduced a "scheduled repairs" strategy for responsive repairs, where non-urgent repairs are batched and delivered on a locality basis. This reduces wasteful travel and increases the amount of time operatives have, to work on repairs in tenant's homes.

Council tenants requiring major adaptation to their home due to physical, learning, or sensory disabilities are also assessed to establish whether more suitable accommodation might be more appropriate. For example, a single person living in a family sized property with difficulty accessing the upstairs will be encouraged a move to level access accommodation rather than spending public funds on costly adaptations.

Since April 2020 the Council has been required to demonstrate compliance with the rent standard set by the Regulator of Social Housing. Therefore, both social and affordable rents currently increase at CPI plus 1% each financial year. Social rents are set at formula rent when the property is re-let. In addition, affordable rents are re-calculated each time a property is re-let. For 2022/23 CoLC increased rents by 3.6%. For 2023/24 the rent increase will be 6.5%.

In addition to rent charges, tenants of supported housing schemes, tenants of schemes with communal areas, and leaseholders may be liable for service charges. Our service charge policy will be reviewed during the life of the HRA Business Plan.

The Council promotes the use of direct debit to collect rent, especially given the impact of Universal Credit, but understands that it must recognise the needs of tenants, especially those on fluctuating incomes who prefer not to pay using direct debit or standing order. Rent arrears are a combination of current and former tenant debt, the latter can be more difficult to pursue and recover. The Council has both a preventative and a proactive approach to rent arrears – the sustainable tenancy team within Tenancy Services aims to prevent tenants falling into arrears, whilst officers seek to recover as much outstanding debt as possible through robust debt collection processes. At the end of September 2022

current tenant arrears were 4.76% of gross debit and at the end of March 2022 former tenant arrears stood at 3.35%% of gross debit.

The delivery of an excellent housing service requires high levels of performance, value for money and tenant satisfaction. In terms of general tenant satisfaction, the Council performs well, the most recent STAR Survey reported that 86% of tenants were either very or fairly satisfied with the overall service received. From 1st April 2023 the Social Housing Regulator has introduces a requirement for all social landlords to collect and report on 22 tenant satisfaction measures. The data from these surveys will be used to benchmark performance across the sector and must be reported to the regulator and tenants.

We closely manage performance across the range of service we deliver and actively measure our Key Performance Indicators (KPI) on a regular basis. The table in Appendix 3 summarises these KPI's together with the targets that have been set for each measure.

6.2 Providing Quality Housing which meets Tenants Needs and Aspirations

The Council's housing stock is well maintained and has been the subject of a structured programme of maintenance. The Asset Management Plan discussed below, sets out how the Council is moving forward in terms of investing in the housing stock.

The lasts stock condition data shows that 98.6% cent of local authority housing stock was compliant with the Decent Homes Standard. The 1.4% of properties that were not compliant was due to tenants who had refused improvement works. The average SAP rating of the council housing stock in at the end of March 2022 was 70.43.

The Climate Change Challenge

We fully support the Council's objective to make Lincoln a socially responsible and sustainable city and are actively looking at a range of options to make our council housing more energy efficient to reduce greenhouse gas emissions from our homes.

The average Energy Performance Certificate rating of Council dwellings in March 2022 was 70.43. Carbon emissions from housing are significant although the greatest challenge in term of numbers and quality is in the private sector. Nonetheless, the Council is committed to improving the energy efficiency of Council housing, reducing energy costs, and improving thermal comfort for tenants.

The following table shows the number of properties by EPC band for the city's council housing.

EPC Rating	No. of Properties
A	
B	100
C	5,862
D	1,804
E	6
F	3

The Council is exploring opportunities for leveraging in external funding to improve HRA stock. In addition, the Council will seek to attract external funding for renewable technologies, for example air source heat pumps and biomass boilers. On the 23rd of July 2019 Full Council passed a Motion to declare a climate and environmental emergency, resolving to work with our partners across the city to deliver a net zero carbon target for Lincoln by 2030. In December 2021 the Council published its Decarbonisation Strategy and action Plan which identifies eight decarbonisation pathways, includes Carbon data along with key challenges and opportunities for each pathway to ensure we deliver our net zero carbon commitment. All homes in Lincoln currently contribute 39% of the city's carbon emissions, therefore how we heat and power our homes will require extensive changes to meet our net zero target. The Council's existing social housing stock directly contribute towards citywide carbon emissions as a result of heating and power consumption; therefore, the Council's priorities are to improve the energy efficiency of homes, reducing carbon as well as fuel poverty across the city. The Council is working with its partners to identify the required infrastructure improvements within the city to provide sustainable heating and power in the future. Our focus in 23/24 is to complete various energy studies across the city to identify renewable energy generation opportunities for new and existing homes in the city and deliver a retrofit programme to continue to improve the energy efficiency of existing homes. The Council has a strong record of providing good quality, energy efficient homes for its tenants and is at the forefront of standards in the wider housing industry.

The way we deliver and operate housing services also has an impact on the environment with HRS, fleet management, materials and waste all having an impact on Co2 emissions, air quality and landfill waste. We will actively work to improve these areas to achieve the council's zero-net target for carbon emissions by 2030.

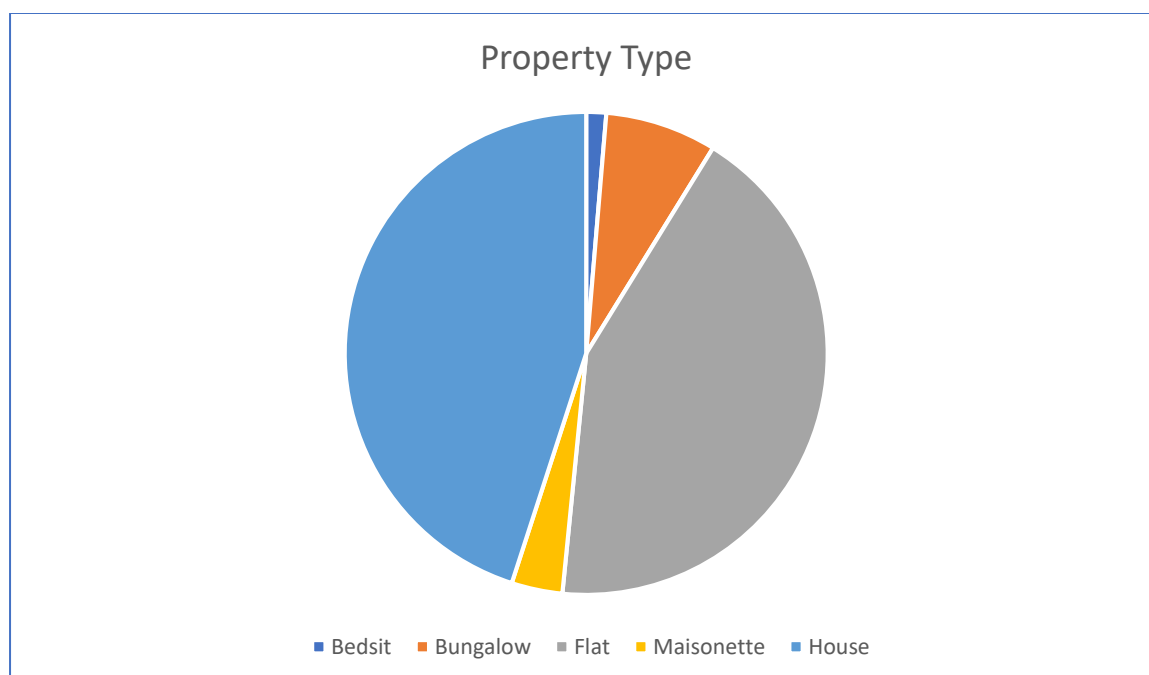
Asset Management Plan

The Asset Management Plan is a key component of the HRA Business Plan as it sets out the component replacement and improvement requirements of the housing stock and related housing assets, using stock condition and lifecycle information to inform how investment decisions will be made.

Council Housing Stock Profile

The stock of council houses is made up of a variety of property types, following graph summarises the housing stock by type.

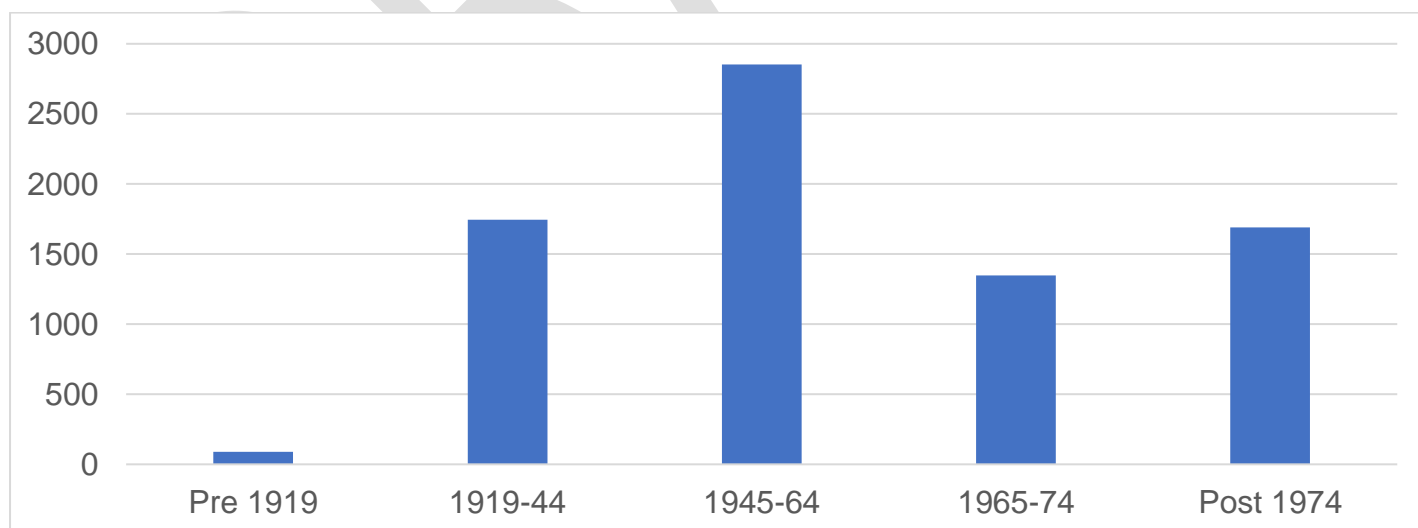
Stock by Type



Houses are the single largest property type with 3,508 units (45.0%), closely followed by Flats with 3,334 units (42.7%). Bungalows are the third largest property type with 582 units (7.5%), with 266 (3.4%) maisonettes and 104 (1.3%) Bedsits.

Stock by Age Band

The following graph shows the council's housing stock by construction date.



This table clearly illustrates the age profile of the housing stock with 6,065 properties (77.8%) being built between 1900 and 1974, with a further 1,739 properties (22.2%) being constructed after 1974. This age profile is common amongst councils with retained housing stock and demonstrates the need for and importance of continuous investment in maintenance and improvement works to ensure properties continue to be attractive to residents and achieve the Decent Homes Standard.

Repairs, Maintenance, and Investment

The Council's housing stock is well maintained and has been the subject of continued and sustainable investment over many years with a structured programme of maintenance and improvements through both capital and revenue investment.

As at end March 2022, there were 329 dwellings considered to be non-decent. The majority of these (264 dwellings) were due to tenants refusing improvement works.

At the end of March 2022, the average energy Standard Assessment Procedure (SAP) rating of the housing stock was 70.43. In terms of energy efficiency ratings, 1.28% (100) dwellings had a B rating, over 75% (5,862) dwellings had a C rating; 23% (1,804) dwellings had a D rating and 0.11% (9) of dwellings had an E or F rating.

There are just over 300 homes. That were built using non-traditional construction methods such as, Anglian (26), Arcon (139), Cornish (61), Hawksley (63) and Waites (23). These homes can be difficult and expensive to maintain and expensive for tenants to keep warm.

The Council has an annual capital investment programme to make improvements to its stock. Over the next 5 years we will invest over £40m in the stock.

In addition, we estimate that we will invest £35m on responsive repairs over the next five years.

In 2021/22 the Council carried out over 22,579 responsive repairs.

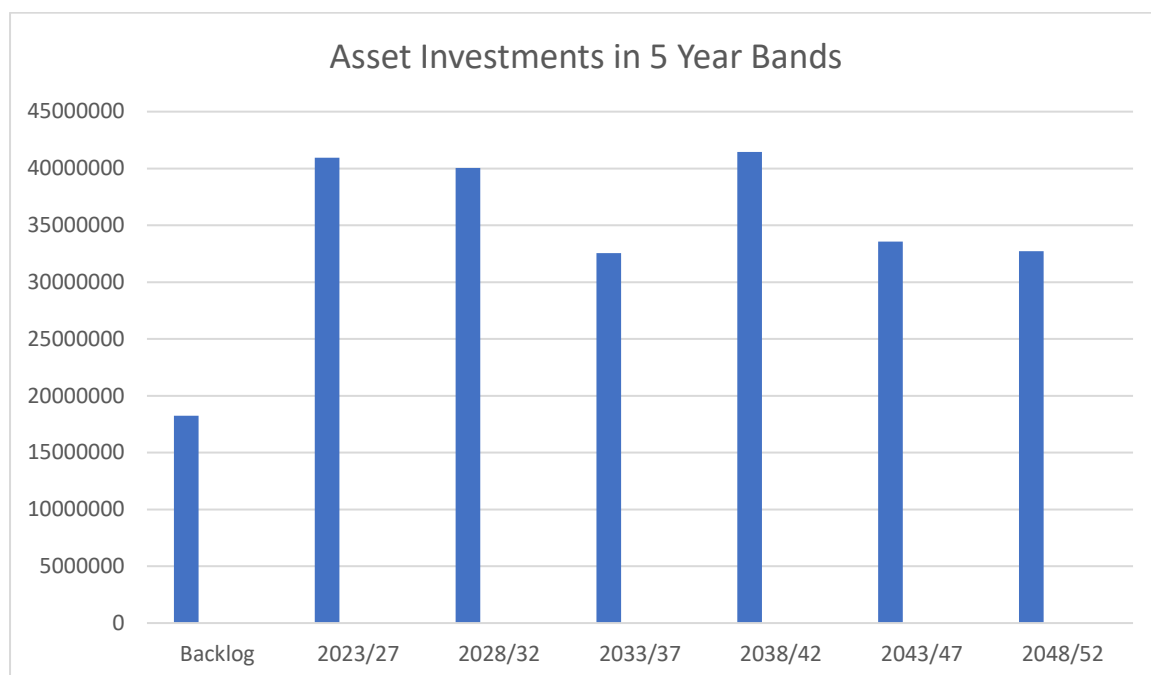
The average unit cost per void property during 2021/22 was £1,748.27.

In a self-financing environment, understanding the asset base and associated future investment requirements to maintain the asset base in a desirable condition is key to ensuring the financial viability of the business plan.

It is therefore essential to maintain assets to maximise their value in the future and to ensure sufficient resources have been allocated for the long-term maintenance of the stock. A strategic approach to asset management ensures the long-term strategic vision for the authority is underpinned by a thorough understanding of current and future needs.

Stock condition data has identified the following investment levels over the next 30 years. The following table shows the asset investment needs sorted into five-year bands.

Asset Investment Needs



*the above costs are based on 2022 prices and have not been increased to take account of future inflationary pressures.

**the backlog figure is where improvements have been refused or we are unable to gain access to the property.

This table shows that we will need to invest a total of £239million repairing and modernising our housing stock over the next thirty years, at an estimated average annual sum of £7.9million.

Component Replacement Programme

We actively monitor the condition of our properties through a programme of stock condition surveys and have developed a programme where building components and systems are replaced on a planned programme. The following table shows the total replacement costs for the ten most expensive components in ten-year bands sorted in descending order.

Component	Years 1-10	Years 11-20	Years 21-30	Total
	£	£	£	£
Kitchens	23,310,000	8,482,000	25,911,000	57,703,000
Heating Boilers	9,869,000	14,224,000	10,632,000	34,725,000
Electrical Systems	7,876,000	15,206,000	4,539,000	27,621,000
Landscaping and Boundaries	10,354,000	9,864,000	2,296,000	22,514,000
Roofs	7,274,000	5,266,000	6,126,000	18,666,000
Bathrooms	5,410,000	6,770,000	5,070,000	17,250,000
Windows	5,395,000	5,039,000	2,519,000	12,953,000

Communal Doors	2,915,000	2,504,000	3,870,000	9,289,000
Doors	3,795,000	1,806,000	3,317,000	8,918,000
Heating Systems	3,184,000	3,054,000	2,377,000	8,615,000
Total	79,382,000	62,306,000	66,657,000	218,254,000

This table shows that kitchens are the most expensive component replacement item with a total planned spend of £57m, followed by central heating boilers (£34m), electrical systems (£28m) and landscaping and boundaries (£22m). Our approach to replace heating and electrical systems is under review as it is likely that these costs will change once we develop a strategy for achieving Net Carbon Neutral.

Investment Programme 2023/24

The following table provides a breakdown of the number of components that will be replaced in 2023/24, together with the total cost for each component type.

Component	No Units	Cost (£)
Kitchens	497	2,236,000
Heating Boilers	842	2,004,000
Electrical Systems	243	874,000
Landscaping and boundaries	872	1,617,000
Roofs	142	74,000
Bathrooms	245	612,000
Windows	227	414,000
Communal Doors	100	252,000
Doors	732	622,000
Heating Systems	252	403,000
Total	4,152	9,108,000

We are committed to maintaining and improving the housing stock year on year, and this table shows the range and number of components that are scheduled to be replaced in 2023/24. Just over four thousand components are scheduled for replacement at an average cost of £2,193. In addition, we will be spending £1.5million over the next ten years improving the insulation in our homes.

The stock condition data, along with lifecycle costing, has been analysed to identify the level of investment required to deal with the backlog of repairs, planned maintenance and to ensure the authority continues to achieve and maintain the decent homes standard and tenant aspirations.

In respect of gas and electrical heating and appliances, biomass boilers, water hygiene, fire alarms and emergency lighting, these are the subject of 100% annual testing under a cyclical programme and the associated costs have been extrapolated to indicate the level of annual investment required with account taken of whole life costing.

We have identified areas where data relating to estate improvements needs to be improved, and whilst this is done, we have developed an estimate of the future investment need, and this has been added to the financial planning model in anticipation of more detailed information being available. Estate improvements may include improving the

public realm and the provision of communal gardens, and play areas, therefore, taking into consideration the quality of the wider neighbourhood in terms of environmental improvement.

Although the Social Housing White Paper refers to a new Decent Homes Standard, the Council has developed a Lincoln Decent Homes Standard which goes beyond the current national standard through the inclusion of more demanding component and energy efficiency standards.

Strategic Options Appraisal Process

When determining investment in council housing, it is essential to ensure that the type of investment is appropriate to meeting housing need in the longer term. In the main there is high demand for most of the council's housing, and it will be maintained to the Lincoln Decent Homes Standard. However, where existing housing is potentially seen as unsustainable due to low demand, failing to meet aspirations or prohibitive investment costs, then the Council will undertake options appraisals which will consider remodelling, decommissioning, repurposing, regeneration or to continue to invest. These appraisals are undertaken on individual dwellings when they become void and on schemes and estates where the archetype is recognised as unsustainable in the longer term.

Housing churn and long-term empty local authority dwellings evidence the difficulty in letting bedsit¹ schemes for older people and general needs maisonettes and some flats, notably those in high rise blocks, but also some low rise. Although this form of accommodation is still potentially attractive to some prospective tenants and marketing can promote this, it does not meet with modern design principles, for example, HAPPI (Housing our Aging Population Panel for Innovation), nor the aspirations of many older people.

A former older persons' housing scheme, but now let as general needs, the flats and garages at Hermit Street have been a target for crime and anti-social behaviour. Community-led design proposals to remodel the flats and replace the garages with family houses are being developed. This is the first step towards seeking to regenerate the city centre estate and to better meet housing need.

Two tower blocks require substantial investment for them to comply with forthcoming health and safety legislation and we have commissioned external specialists to review the block and make recommendations on their future use.

In addition, there are several prefabricated bungalows in the City which although are in demand (due to the shortage of bungalows in the HRA) are not energy efficient, nor sustainable in the longer term.

We have several garage sites across the city and during 2023, we will review the sites to identify if we are getting the maximum benefit from the sites. We will review the potential usage options for these sites where the garages are not being used or where there are excessive asset management costs.

¹ The definition of bedsit is a self-contained dwelling without a separate bedroom.

Demand for Council housing in Lincoln is increasing. In March 2022 there were 1,100 active applicants on the housing register, however, this had increased to 1,568 active applicants by the end of September 2022. Taking into account; the turnover of local authority housing stock, the 2019 housing needs survey, homelessness statistics and the impact of the Right to Buy, we estimate that over the next five years the Council and its housing association partners need to deliver over 300 bungalows² (or alternative retirement housing) and around 700 general needs houses to meet demand.

To ensure sustainability, new build schemes seek to meet the Lifetime Homes Standard, utilise renewables, embrace Modern Methods of Construction, minimise carbon emissions and achieve high levels of energy efficiency.

6.3 Delivering Affordable Housing to meet Housing Needs

We are utilising a range of channels to increase the supply of affordable homes in Lincoln:

Under the 2016 - 21 Shared Ownership and Affordable Homes Programme (SOAHP), the Council obtained Homes England funding to deliver a 70-unit extra care scheme at De Wint Court; the scheme opened in 2022 and is already providing high-quality homes to older vulnerable residents. The Council has also received MHCLG Next Steps Accommodation Programme funding to deliver 15 units of dispersed move-on accommodation for former rough sleepers.

The reinvigoration of Right to Buy by relaxing maximum discounts (and gathering net receipts for reinvestment into new homes) could potentially have a large impact on the HRA Business Plan. If Right to Buy policy changes nationally again or levels of sales further increase in the long term, this has the potential to undermine the Business Plan by taking assets out at a low receipt rate.

In 2012 the Council signed an agreement with the then DCLG whereby the Council agreed to retain the capital receipts from Right to Buy sales over and above the number of sales assumed under self-financing. Receipts can fund up to 40%³ of the cost of a new affordable home; any receipts not used within five years must be repaid to the Government with compound interest of 4% above the base rate, therefore it is vital the Council utilise this element of receipts received. In 2020-21, the Council acquired 32 dwellings and built a further five dwellings using contributions from retained receipts, the Council also acquired 15 new build dwellings from a housing association, taking on the Homes England grant liability with this purchase.

We will continue to review the option to form a Local Authority Controlled Company (LACC) to develop additional council properties, however, any new Council house will become liable to the Right to Buy (the only exception relates to supported housing). Therefore, the Council will ensure that any new build / acquisition and associated works and land costs (the cost floor) are always below or in line with the valuation.

Neither retained Right to Buy receipts, nor grant provided under the 2021-26 Affordable Homes Programme can be used for regeneration. This means that if social housing is

² To have three “liveable” rooms two-bedroom dwellings are promoted.

³ Increased from 30% to 40% in 21/22

demolished because it is no longer fit for purpose with the intention of replacing it with housing to meet need, only the net increase in affordable housing will be eligible for retained Right to Buy receipts or Homes England grant.

The Business Plan provides the Council with the prospect to deliver non-grant funded housing, for example, the replacement of outmoded social housing. In addition, opportunities may arise for the Council to purchase affordable homes provided through Section 106 agreements on private developments (known as planning gain). This involves the Council raising a loan on the predicted rental income from these homes and using this money to purchase them from the developer. However, the Council will continue to seek every opportunity to access grant.

Estate Regeneration

Following the fire at Grenfell Tower we have put fire safety as our number one priority and have focussed on delivering the recommendations of the annual Fire Risk Assessments. At the same time, we have continued with the initiative to undertake joint Estate Walks with residents to monitor the look and feel of our neighbourhoods and to identify improvement opportunities. These have been invaluable in helping to get a better understanding of the things that residents see as important and has enabled the introduction of a range of local improvement initiatives. We have also identified several neighbourhoods where larger interventions are needed and these will be factored into future estate regeneration proposals.

As part of the Council's community intervention at Sincil Bank, regeneration of an area of the estate which attracts high antisocial behaviour and has low demand has been investigated. This has led to proposals to regenerate Hermit Street and deliver additional new homes and a more diverse demographic by introducing family homes and reduce antisocial behaviour. The project is progressing, and we aim to submit a planning application in 2023.

Estate regeneration is also required in areas of the city where properties fall below the standard expected or has reached its end of life. During 2023 we will review the long-term viability of our estates and will undertake option appraisals of any that indicate they may not continue to meet the Council's housing standards.

Other areas requiring regeneration include sheltered bedsit accommodation. Sheltered bedsits are undesirable, have a high "churn" of residents and are difficult to let. An options appraisal of two bedsit schemes will be undertaken in 2023.

New Build Programme

The Council continues to deliver new build homes within the strategic priority of "Lets Deliver Quality Housing".

Within the vision 2020 period, over 400 new build homes have been added to the Council's housing stock. The delivery of further quality new build homes for affordable rent continues to be the Council's ambition within vision 2025.

Currently, the Council is delivering 42 new homes of mixed archetype to meet general needs demand on the Rookery Lane site to the south of the city. This £7.14m project will complete in March 2023 and all homes will be available for affordable rent. £1.98m of this project has been funded by Homes England. In addition, we will acquire a further 10 properties under the scheme to buy back former council housing properties.

In 2022 the Council delivered De Wint Court, its first Extra Care housing scheme. The overall project budget was £14.5m and the scheme was supported by Lincolnshire County Council and Homes England who provided capital funding to the project, £2.8m and £3.24m respectively. The new scheme has been a great success and provides high quality accommodation to 70 residents.

A key priority within the “Lets Deliver Quality Housing” is to provide homes to meet the need of working age adults with learning or physical disabilities. We continue to work with Lincolnshire County Council to assess the full extent of need for this demographic before the Council look to accommodate a scheme.

We continue to work with other partners to meet specific housing needs, for example, we are currently working with the Barnardo’s Charity to identify potential sites to build GAP supported housing on sites in the city. The Council has agreed to provide a site for six properties as the first scheme of its type in the County.

The City of Lincoln Council’s HRA has several pipeline sites for housing delivery across the city. The largest being a site which straddles City of Lincoln and West Lindsey districts. The city is seeking a delivery partner for this site, to deliver around 350 new homes.

The table in Appendix 4 summarises the HRA development programme for the five-year period from 2020/21 to 2024/25. This ambitious programme aims to deliver a total of 418 properties across a range of user and property types.

The City’s pipeline is regularly discussed with Homes England and funding has been provided for feasibility work for some sites within Lincoln. Lincoln, Homes England, and the Greater Lincolnshire Affordable Homes Partnership are working together to batch sites for feasibility funding across the county.

Acquisitions Programme

We continue to acquire properties from the open market, via right for first refusal and new build properties from developers within the strategic priority of “Lets Deliver Quality Housing”.

Properties are acquired by the Council by utilising 30% of the cost through retained capital receipts from right to buy sales and the remaining 70% from prudential borrowing. All properties are let on affordable rent levels.

We acquired 34 properties during 2019-20 and a further 32 properties during 2020-21. In addition, we also built a further four dwellings during 2020-21 utilising funding from right to buy capital receipts. We are actively working with local agents and developers to acquire additional properties and aim to acquire a further 10 properties in 2022/23.

The acquisition of further properties continues to be part of the Council's priorities within Vision 2025. During the period 2021-2026 we will aim to acquire a further 100 properties at an average rate of 20 per year using right to buy receipts.

We continue to seek alternative funding streams to acquire additional properties. During 21/22 we acquired 15 properties as a result of funding from MHCLG for the Next Steps Accommodation Programme. This has delivered dispersed move-on accommodation for former rough sleepers which can continue to be utilised to deliver temporary move on accommodation. Its success has led to funding for additional properties being granted in 2022/23 to. However a lack of suitable properties or sites limits our ability to deliver sufficient units.

7. Financial Planning

We take a long-term view of the management of the councils housing stock and plan over a thirty-year period. This enables the development of complex strategies to achieve our long-term goals and objectives. In addition, we also develop rolling multi-year budgets to; enable prudent financial planning and management, support the delivery of medium-term projects and the provision of a wide range of operational services.

As stated earlier our intention is to undertake a fundamental review of the HRA during 2023, with the aim of delivering an updated 30-year HRA Business Plan commencing in April 2024. Therefore, we have produced an interim Business Plan to cover the period 2023/28. This will facilitate the continued delivery of revenue and capital housing services whilst the long-term plan is being developed.

The following HRA budgets are congruent to the 2023/24 General Fund budgets that have been submitted for approval.

Revenue Budgets

The HRA account is under a great deal of pressure to break even because of increased inflationary costs caused by the war in Ukraine and the subsequent cost-of-living crisis. Whilst at the same time having to cope with below inflation rent increases in 2021/22 and 2022/23.

The following table provides a summary of the HRA revenue budgets for the period 2023/24 to 2027/28. These budgets pay for all the operational day to day housing services (repairs and maintenance, housing management, estate services) as well as depreciation costs and transfers to the major repair reserve.

	2023-24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
	£	£	£	£	£
INCOME					
Gross Rental Income					
- Dwellings rents	(32,231,610)	(33,758,390)	(34,622,790)	(35,508,700)	(36,416,570)
- Non-Dwelling rents	(411,870)	(424,240)	(436,960)	(450,070)	(463,570)
Charges for Services & Facilities	(548,410)	(564,710)	(581,480)	(598,770)	(616,570)

Repairs Account Income	-	-	-	-	-
- General	(655,570)	(594,020)	(599,490)	(605,570)	(613,690)
- Special	(39,440)	(39,440)	(39,440)	(39,440)	(39,440)
Contributions towards Expenditure	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Total Income	(33,936,900)	(35,430,800)	(36,330,160)	(37,252,550)	(38,199,840)
EXPENDITURE					
Repairs Account Expenditure	10,833,960	11,008,670	11,222,320	11,402,750	11,619,310
Supervision & Management:					
- General	6,961,520	7,055,050	7,208,200	7,329,290	7,456,400
- Special	1,990,650	1,958,960	1,990,770	2,022,830	2,053,360
Contingencies	113,880	262,900	262,740	263,370	263,590
Rents, Rates and Other Premises	845,960	878,280	892,820	917,800	936,560
Insurance Claims Contingency	174,000	179,230	184,610	190,150	195,860
Debt Management Expenses	16,000	16,000	16,000	16,000	16,000
- Council Dwellings	7,749,540	7,746,980	7,732,730	7,732,350	7,732,350
Increase in Bad Debt Provisions	250,000	250,000	250,000	250,000	250,000
Total Expenditure	28,935,510	29,356,070	29,760,190	30,124,540	30,523,430
Net cost of service (per Authority's I/E Account)	(5,001,390)	(6,074,730)	(6,569,970)	(7,128,010)	(7,676,410)
NET COST OF SERVICE	(5,001,390)	(6,074,730)	(6,569,970)	(7,128,010)	(7,676,410)
NET COSTS OF SERVICE b/f	(5,001,390)	(6,074,730)	(6,569,970)	(7,128,010)	(7,676,410)
Gains/Losses on disposal	-	-	-	-	-
Loan Charges Interest	2,355,710	2,436,640	2,377,020	2,376,530	2,303,550
Pension Interest Cost & expected return on Pension Asset	-	-	-	-	-
- Investment Interest	(340,010)	(230,790)	(192,330)	(228,870)	(293,250)
- Mortgages Interest	-	-	-	-	-
SURPLUS ON HRA FOR YEAR	(2,985,690)	(3,868,880)	(4,385,280)	(4,980,350)	(5,666,110)
Adjusts on Statement of Movement on HRA Bal					
To/(from) Major Repairs Res (DRF)	3,029,520	3,744,170	4,263,420	4,863,800	5,553,800
Contribs to/(from) Reserves:					
- Western Growth Strategy Reserve	-	-	-	-	-
- Insurance Reserve	76,000	70,770	65,390	59,850	54,140
- Invest To Save	(117,220)	(1,260)	-	-	-
-Disrepair Management	-	-	-	-	-
HRA I.T Reserve	35,000	35,000	35,000	35,000	35,000
HRA Business Plan Reserve	-	-	-	-	-
NSAP/RSAP Sinking Fund Reserve	9,000	9,000	9,000	9,000	9,000
De Wint Sinking Fund Reserve	10,610	10,930	11,260	11,600	11,950
(SURPLUS)/DEFICIT in year	57,220	(270)	(1,210)	(1,100)	(2,220)
Balance b/f at 1 April	(1,063,872)	(1,006,652)	(1,006,922)	(1,008,132)	(1,009,232)
Balance c/f at 31 March	(1,006,652)	(1,006,922)	(1,008,132)	(1,009,232)	(1,011,452)

In 2023/24 the HRA revenue account has a projected total income from rents, service charges and various other income streams. of £33.93million, rising to £38.19million in 2027/28. This assumes that rents will increase over the five years at 6.5% in 2023/24 followed by increases of 5%, 3%, 3% and 3% in each of the subsequent years.

The annual income streams are spent across numerous budgets. The main item of expenditure is on repairs and maintenance which incurs the largest expenditure in each of the five years, followed by staffing costs, debt management expenses, HRA loan charges, HRA debt provision and major repairs reserves. The short-term economic situation is uncertain, and we anticipate that we will face significant inflationary increases that will drive up costs for energy, fuel and materials.

We have taken a prudent approach to financial management of the HRA and over the five-year period we estimate that the HRA revenue account will make a small deficit of £52,420.

At the end of the 2027/28 financial year, we estimate the HRA will have a positive balance of £1,009,232.

Capital Budgets

The following table provides a summary of the HRA capital budgets for the period 2023 to 2028. The budgets are made up of seven categories.

HRA Capital Budgets 2023/24 to 2027/28

Budget Heading	2023/24 Budget (£)	2024/25 Budget (£)	2025/26 Budget (£)	2026/27 Budget (£)	2027/28 Budget (£)	Total (£)
Contingency Schemes	298,687.00	250,000.00	250,000.00	250,000.00	262,500.00	1,311,187.00
Decent Homes	8,801,726.00	8,471,081.33	8,869,635.35	9,288,117.55	9,752,523.43	45,183,083.66
Health and Safety	420,303.00	427,309.91	448,675.41	471,109.18	494,664.64	2,262,062.14
Lincoln Standard	275,000.00	286,450.00	300,772.50	315,811.00	331,601.55	1,509,635.05
New build programme	1,455,266.80	3,584,055.14	47,892.00	48,850.00	51,292.50	5,187,356.44
Other Current Developments	2,037,984.00	1,097,173.56	914,982.14	960,731.24	1,008,767.81	6,019,638.75
IT/Infrastructure	237,085.00	-	-	115,299.00	121,063.95	473,447.95
Grand Total	13,526,051.80	14,116,069.95	10,831,957.40	11,449,917.97	12,022,413.87	61,946,410.99

In total we are planning to spend £61.9million on capital projects over the next five years at an average spend of £12.3million a year. Our capital investments are made up of three main categories.

1. Housing Investment, this includes the Decent Homes and Lincoln Standard improvement programmes, Health and Safety works and Other Current Developments which incorporates landscaping and environmental improvement projects, CCTV systems and improvement works to garage sites. In total we will be investing £54.9million in these projects over the next five years.
2. New Build Programme, this includes various projects to build new homes and the acquisition of one-off properties under the Buy Back and NSAP and RSAP schemes. In total we will be investing £5.1million delivering additional homes over the next five years.
3. IT/Infrastructure, this includes on-going investment in IT systems, hardware, and communication systems. In total we will invest £473,000 in this area over the next five years.

8. Action Plan

The following table summarises the key actions that will support delivery of this business plan.

Action	Date	Who
Revise and update the Lincoln Decent Homes Standard	February 2023	MH
Revise and update Mould and Condensation Policy and Procedures	March 2023	MH
Undertake a Housing Needs survey	March 2023	PB
Introduce Tenancy Verification visits	April 2023	YF
Develop a methodology for incorporating wider socio-economic factors into estate regeneration planning	May 2023	PB
Develop a Decarbonisation strategy for CoLC council housing	May 2023	MH
Develop an estate regeneration strategy	May 2023	YF
Develop a robust 30-year HRA Business Plan 2024 – 2053	July 2023	DHI
Undertake an options appraisal of sheltered housing bedsit schemes	August 2023	PB
Deliver affordable housing at Rookery Lane	August 2023	YF
Undertake an options appraisal of prefabricated bungalows	August 2023	PB
Collect Tenant Satisfaction Measure data	March 2024	YF
Undertake an appraisal of garage sites and other potential infill development sites	March 2024	PB

Deliver a total of 400 additional homes 2020/21 – 2024/25	2025	DHI
Deliver the regeneration of Hermit Street, including the provision of additional housing to meet local need	2025	DHI
Continue to increase the local authority housing stock through the purchase and repair programme	On-going	PB
Deliver move-on accommodation for former homeless households	On-going	FY
Deliver additional and replacement general needs, older persons' and specialist housing to meet identified housing need	On-going	PB

Appendix 1

Housing Strategy Action Plan

[Note – insert link to latest version of housing strategy action plan](#)

Appendix 2

Housing and Investment Risk Register

[Note – insert link to latest version of the housing risk register](#)

Appendix 3

Department of Housing and Investment High Level Key Performance Indicators 2022/23

Performance indicator	PSC 2022/23 Target		HSSC 2022/23 Target
	CoLC Lower Target	CoLC Higher Target	Target
Rent collected as a percentage of rent due	96.00%	96.50%	96.50%
Current rent arrears as a percentage of rent due	4.55%	4.45%	4.45%
Percentage of rent lost due to vacant dwellings	0.90%	1.00%	1.00%
Average re-let times (minor works) *all dwellings*	34 days	32 days	32 days
Average relet times (including major works) *all dwellings* - Overall	40 days	38 days	38 days
Percentage of priority repairs carried out within time limit (1-day tickets)	98.50%	99.50%	99.50%
Percentage of homes with a valid Gas Safety Certificate	98.96%	99.96%	99.96%
Repairs completed right first time (1- and 3-day tickets)	90%	92%	92%
Percentage of repairs appointments kept (1- and 3-day tickets)	95%	97%	97%

Percentage of Urgent repairs carried out within time limits (3-day tickets)	95.00%	97.50%	97.50%
Percentage of non-decent homes	1.50%	1.00%	0.80%
Percentage of alarm calls answered within 60 seconds	97.50%	98.00%	Not in HSSC
The number of people currently on the housing list	No target - volumetric measure		Not in HSSC
The number of people approaching the council as homeless	No target - volumetric measure		Not in HSSC
Successful preventions and relief of homelessness against total number of homelessness approaches	45.00%	50.00%	Not in HSSC
Percentage satisfied of new connections for the control centre	90.00%	95.00%	Not in HSSC
Number of properties 'not decent' as a result of tenant's refusal to allow work (excluding referrals)	No target - volumetric measure		Not in HSSC
Average re-let period – *All dwellings* (major works only) – (days)	Not in PSC		45 days
% of offers accepted first time	Not in PSC		85%
% of Priority repairs carried out within time limits (1-day tickets) – Aaron Services only)	Not in PSC		99.50%
% of complaints replied to within Housing Code timescales	Corporate target		95%

Average number of working days to respond to complaint	Not in PSC	12 days
% of ASB cases closed that were resolved	Not in PSC	94%
Average days to resolve ASB cases	Not in PSC	70 days

DRAFT

Appendix 4

HRA Development Programme

DRAFT

	2020/21		2021/22		2022/23		2023/24		2024/25	
	Other Affordable Provider	CoLC	Other Affordable Provider	CoLC	Other Affordable Provider	CoLC	Other Affordable Provider	CoLC	Other Affordable Provider	CoLC
LN6 Development	6									
Markham House		5								
Rookery Lane						42				
De Wint Court				70						
Gaunt Street	9									
Boultham Dairy site	18									
Riseholme Road Waterloo Housing	20	15								
Naval Court										
Former Council properties (buy backs)		36		15		10		10		10
Former Council properties (NSAP / RSAP)				18			6			
Monks Road			5							
Hermit Street										11
Jasmine Green									49	
Gap Homes							6			
Palmer Street										10
Garage Sites								10		20
Longhurst Flats							17			
TOTALS	53	56	5	103	0	52	49	20	49	51
										418

Key	
Complete	217
In progress	52
Likely to proceed	149
Total	418

Appendix 5

Glossary:

Affordable Rent	Up to 80% of open market rent.
AHP	Affordable Homes Programme
Allocations Policy	The Council's policy setting out how Council housing is allocated
Category 1 sheltered housing	Properties are grouped together, usually with a common room, with a site warden.
Category 2 sheltered housing	Flats / bedsits "all under one roof" with facilities such as a common room, guest room and communal kitchen with a site warden.
Category 2.5 sheltered housing or extra care sheltered housing	Flats / bedsits "all under one roof" with on-site care provision, a scheme manager, and a range of communal facilities such as a restaurant, hair salon and treatment rooms.
Cost floor	Section 131 of the Housing Act 1985 (the cost floor) limits the Right to Buy discount to ensure that the purchase price of the property does not fall below what has been spent on building, buying, repairing, or maintaining it over a certain period. For new homes the cost floor covers the first 15 years. However, where the cost floor is above the valuation the sale price will equal that valuation.
CPI	Consumer Price Index
Decent Homes Standard	Homes that are warm, weatherproof and have reasonably modern facilities.
Depreciation charge	Annual amounts representing the long-term needs of the existing stock to be moved from the HRA to the Major Repairs Reserve.
EPC	Energy Performance Certificate
Formula Rent	Social rent which has reached the target under rent restructuring.
General needs housing	Housing which is not designated for people with specific housing needs. However, general needs bungalows are usually only allocated to older people and people with disabilities.
HAPPI	Housing our Ageing Population: Panel for Innovation

Housing Association	A not-for-profit organisation which provides affordable housing. A housing association registered with the Regulator of Social Housing is a private registered provider.
HRA	Housing Revenue Account. This is ring-fenced, landlord account which records expenditure and income arising from the provision of housing accommodation by local housing authorities.
Leasehold properties	When HRA properties are sold through the Right to Buy the former tenant of a bedsit, flat or maisonette becomes a leaseholder.
Lettable standard	Standard of property which each Council home is required to reach before it is let.
Net zero	Net zero refers to achieving a balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere.
Rent Standard	Sets out the rent increases local authorities and housing associations are expected to levy on social and affordable rented housing.
Retained Right to Buy receipts	Often referred to as 1-4-1 receipts, these are receipts received by the Council for Right to Buy sales over and above the assumed level of sales agreed under self-financing settlement payment. The receipts can fund up to 30% of the total scheme cost of replacement social housing.
SAP	Standard Assessment Procedure.
Statutory homeless	A household is homeless, eligible for assistance, in priority need, unintentionally homeless and has a local connection.
Social Rent	Formula set by the Government which reflects valuation, average earnings, and the size of a property.
Supported housing	Housing which should only allocated to people with specific housing needs, this includes sheltered housing.
Tenancy Policy	Sets out the types of tenancies which the Council offers and in what circumstance.
Void	Empty council house.

Appendix Equality with Human Rights Analysis Toolkit



Appendix B

The Equality Act 2010 and Human Rights Act 1998 require us to consider the impact of our policies and practices in respect of equality and human rights.

We should consider potential impact before any decisions are made or policies or practices are implemented. This analysis toolkit provides the template to ensure you consider all aspects and have a written record that you have done this.

If you need any guidance or assistance completing your Equality and Human Rights Analysis contact:
Heather Grover, Principal Policy Officer on (87)3326; email: heather.grover@lincoln.gov.uk . Alternatively contact Legal Services on (87)3840

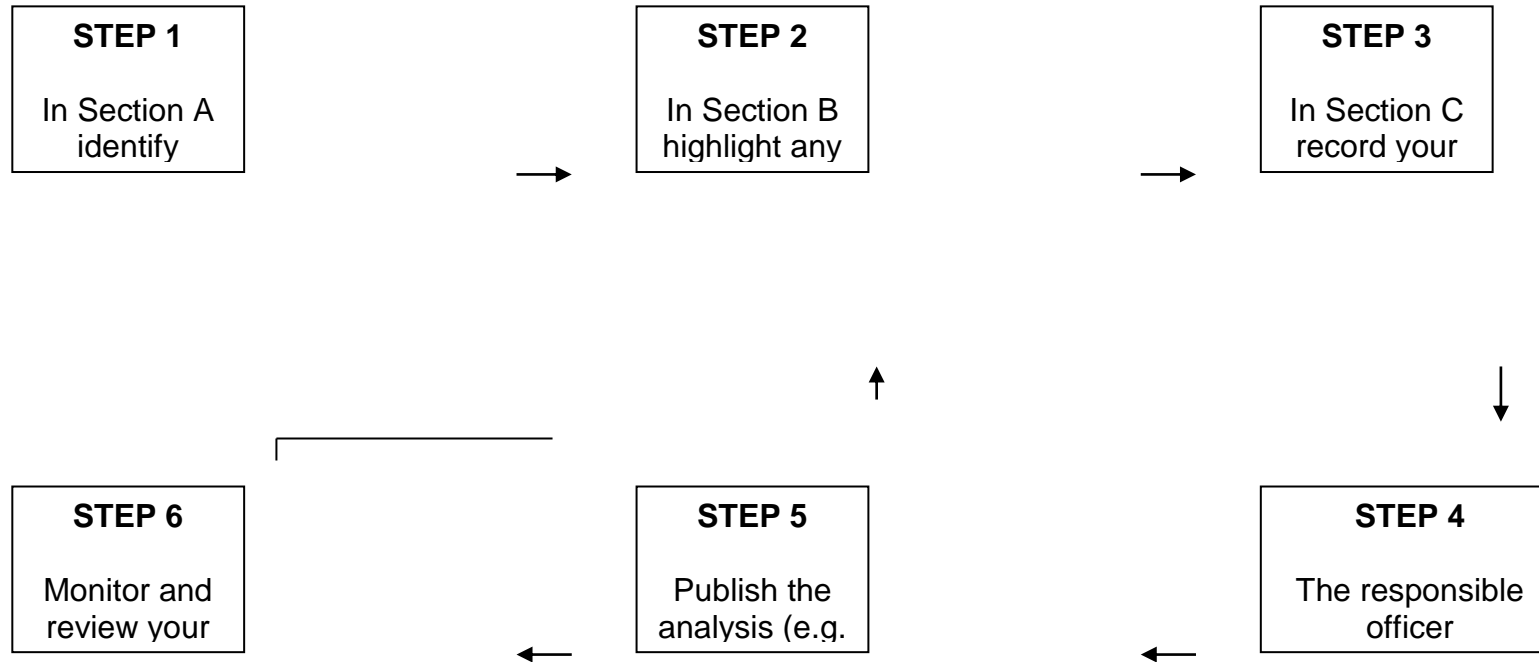
A diagram of the process you should follow is on page 2, and glossary and guidance to help you complete the toolkit can be found on pages 6-9.

- ☞ Even after your policy, project or service has been implemented; it is recommended that analysis is undertaken every three years, and that this analysis is updated at any significant points in between. The purpose of any update is that the actual effects will only be known after the implementation of your policy, project or service. Additionally, area demographics could change, leading to different needs, alternative provision can become available, or new options to reduce an adverse effect could become apparent.

Useful questions to consider when completing this toolkit

1. What is the current situation?
2. What are the drivers for change?
3. What difference will the proposal make?
4. What are the assumptions about the benefits?
5. How are you testing your assumptions about the benefits?
6. What are the assumptions about any adverse impacts?
7. How are you testing your assumptions about adverse impacts?
8. Who are the stakeholders and how will they be affected?
9. How are you assessing the risks and minimising the adverse impacts?
10. What changes will the Council need to make as a result of introducing this policy / project / service / change?
11. How will you undertake evaluation once the changes have been implemented?

STEP BY STEP GUIDE TO EQUALITY ANALYSIS



* Evidence could include information from consultations.

SECTION A

Name of policy / project / service	Housing Revenue Account Business Plan 2023/28
Background and aims of policy / project / service at outset	<p>The HRA Business Plan is the financial account used to manage the City of Lincoln Council's (CoLC) landlord activities for council housing. The Business Plan sets out the annual income and expenditure budgets for the forthcoming financial year.</p> <p>The HRA Business Plan supports the objectives of the Housing Strategy and the Goals set out in Vision 2025</p> <p>The HRA Business Plan and the associated income and expenditure plans underpins the delivery of the council's housing services in Lincoln. The approval of the Business Plan will have positive effects for all groups</p>
Person(s) responsible for policy or decision, or advising on decision, and also responsible for equality analysis	<p>Daren Turner – Director of Housing and Investment</p> <p>Paul Hopkinson – Strategic Housing Advisor</p>
Key people involved <i>i.e. decision-makers, staff implementing it</i>	Director Housing and Investment, CoLC Executive, Council Members, Housing Directorate Staff.

SECTION B

This is to be completed and reviewed as policy / project / service development progresses

	Is the likely effect positive or negative? (please tick all that apply)			Please describe the effect and evidence that supports this and if appropriate who you have consulted with*	Is action possible to mitigate adverse impacts?	Details of action planned including dates, or why action is not possible
	Positive	Negative	None			
Age	X			The HRA provides a range of suitable accommodation for all ages. It also includes specific accommodation for older and vulnerable persons.		
Disability including carers (see Glossary)	X			The HRA includes substantial investment to adapt and convert council homes to meet the needs of residents with disabilities		
Gender re-assignment	X					
Pregnancy and maternity	X			Providing good quality housing will benefit pregnant women and new mothers and babies		
Race	X			The council housing service provides housing and support services for all regardless of race or ethnic background		
Religion or belief	X			The council housing service provides housing and support services for all religions		
Sex	X			The council housing service provides housing and support services for all genders		
Sexual orientation	X			The council housing service provides housing and support services for all sexual orientations		
Marriage/civil	X			The council housing service provides housing		

partnership				and support services for people in marriages or civil partnerships		
Human Rights (see page 8)	X			Being safe and protected from harm is an essential human right and being raised in a stable home helps to protect the rights of infants and children.		

**Evidence could include information from consultations; voluntary group feedback; satisfaction and usage data (i.e. complaints, surveys, and service data); and reviews of previous strategies*

Did any information gaps exist?	Y/N/NA	If so what were they and what will you do to fill these?
	Y	We will undertake a Housing Needs Survey during 2023

65

SECTION C

Decision Point - Outcome of Assessment so far:

Based on the information in section B, what is the decision of the responsible officer (please select one option below):

- | | Tick here |
|---|-----------|
| • No equality or human right Impact (your analysis shows there is no impact) - sign assessment below | [] |
| • No major change required (your analysis shows no potential for unlawful discrimination, harassment)- sign assessment below | [x] |
| • Adverse Impact but continue (record objective justification for continuing despite the impact)-complete sections below | [] |
| • Adjust the policy (Change the proposal to mitigate potential effect) -progress below only AFTER changes made | [] |
| • Put Policy on hold (seek advice from the Policy Unit as adverse effects can't be justified or mitigated) -STOP progress | [] |

Conclusion of Equality Analysis (describe objective justification for continuing)	This does not disproportionately affect any protected group and complies with legislation to have regard for Human Rights in the delivery of housing services
---	---

When and how will you review and measure the impact after	The HRA Business Plan and EIA will be reviewed on a regular basis.
---	--

implementation?*	
------------------	--

Checked and approved by responsible officer(s) (Sign and Print Name)	Paul Hopkinson	Date	20/12/2022
Checked and approved by Assistant Director (Sign and Print Name)	Daren Turner	Date	23/12/2022

When completed, please send to policy@lincoln.gov.uk and include in Committee Reports which are to be sent to the relevant officer in Democratic Services

The Equality and Human Rights Commission guidance to the Public Sector Equality Duty is available via: www.equalityhumanrights.com/new-public-sector-equality-duty-guidance/



City of Lincoln Council Equality and Human Rights Analysis Toolkit: Glossary of Terms

Adult at Risk - an adult at risk is a person aged 18 years or over who is or may be in need of community care services by reason of mental health, age or illness, and who is or may be unable to take care of themselves, or protect themselves against significant harm or exploitation.

Adverse Impact. Identified where the Council's operations has a less favourable effect on one or more groups covered by the Equality Act 2010 than it has on other groups (or a section of a group)

Carer - see also disability by association. A carer is a person who is unpaid and looks after or supports someone else who needs help with their day-to-day life, because of their age, long-term illness, disability, mental health problems, substance misuse

Disability by association. Non disabled people are also protected from discrimination by association to a disabled person. This might be a friend, partner, colleague or relative. This applies to carers who have a caring responsibility to a disabled person.

Differential Impact. Identified where a policy or practice affects a given group or groups in a different way to other groups. Unlike adverse impact, differential impact can be positive or negative.

Disability. It is defined under the Equality Act 2010 as 'having a physical or mental impairment which has a substantial and adverse long term effect on a person's ability to carry out normal day to day activities'.

Physical impairment is a condition affecting the body, perhaps through sight or hearing loss, a mobility difficulty or a health condition.

Mental impairment is a condition affecting 'mental functioning', for example a learning disability or mental health condition such as manic depression

Diversity. Diversity is about respecting and valuing the differences between people. It is also recognising and understanding the mix of people and communities who use services and their different needs.

Discrimination. Discrimination has been defined as 'the unequal treatment of individuals or groups based on less because of a protected characteristic – see protected characteristic. This includes discrimination by association, perception, direct and indirect discrimination.

Example of discrimination: An employer does not offer a training opportunity to an older member of staff because they assume that they would not be interested, and the opportunity is given to a younger worker

Equality. The right of different groups of people to have a similar social position and receive the same treatment:

Equality Analysis. This is a detailed and systematic analysis of how a policy, practice, procedure or service potentially or actually has differential impact on people of different Protected Characteristics

Equality Objectives. There are specific strategic objectives in the area of equalities and should set out what services are seeking to achieve in each area of service in terms of Equality.

Equality of Opportunity. Equality of opportunity or equality opportunities may be defined as ensuring that everyone is entitled to freedom from discrimination. There are two main types of equality encompassed in equal opportunities:

1. Equality of treatment is concerned with treating everyone the same. Thus, in an organisational context it recognises that institutional discrimination may exist in the form of unfair procedures and practices that favour those with some personal attributes, over others without them. The task of equal opportunities is therefore concerned with the elimination of these barriers.

2. Equality of outcome focuses on policies that either have an equal impact on different groups or intend the same outcomes for different groups.

Evidence. Information or data that shows proof of the impact or non impact - evidence may include consultations, documented discussions, complaints, surveys, usage data, and customer and employee feedback.

Foster good relations. This is explicitly linked to tackling prejudice and promoting understanding.

General Equality Duty. The public sector equality duty on a public authority when carrying out its functions to have 'due regard' to the need to eliminate unlawful discrimination and harassment, foster good relations and advance equality of opportunity.

Gender reassignment. The process of changing or transitioning from one gender to another – for example male to trans-female or female.

Harassment. This is unwanted behaviour that has the purpose or effect of violating a person's dignity or creates a degrading, humiliating, hostile, intimidating or offensive environment.

Human Rights – Human rights are the basic rights and freedoms that belong to every person in the world - **see below**

Marriage and Civil Partnership. Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a wide range of legal matters. Single people are not protected. Discrimination on grounds of marriage or civil partnership is prohibited under the Act. The prohibition applies only in relation to employment and not the provision of goods and services.

Pregnancy and Maternity. Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Protected Characteristics. These are the grounds upon which discrimination is unlawful. The characteristics are:

- | | | |
|-----------------------|--|----------------------------------|
| • Age | • Race | • Marriage and civil partnership |
| • Disability | • Religion and belief (including lack of belief) | • Pregnancy and maternity |
| • Gender reassignment | • Sex/gender | • Sexual orientation |

Public functions. These are any act or activity undertaken by a public authority in relation to delivery of a public service or carrying out duties or functions of a public nature e.g. the provision of policing and prison services, healthcare, including residential care of the elderly, government policy

making or local authority services.

Race. This refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion or belief. Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Section 11 of the Children Act. This duty is a duty under the Children Act 2004 that requires all agencies with responsibilities towards children to discharge their functions with regard to the need to safeguard and promote the welfare of children. They must also ensure that any body providing services on their behalf must do the same. The purpose of this duty is that agencies give appropriate priority to safeguarding children and share concerns at an early stage to encourage preventative action.

Sex. It refers to whether a person is a man or a woman (of any age).

Sexual Orientation. A person's sexual attraction is towards their own sex; the opposite sex; or to both sexes: *Lesbian, Gay or Bisexual*

Victimisation. Victimisation takes place where one person treats another less favourably because he or she has exercised their legal rights in line with the Equality Act 2010 or helped someone else to do so.

Vulnerable Adult. A Vulnerable Adult is defined as someone over 16 who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of him/herself or unable to protect him/herself against significant harm or exploitation'

Human Rights

Human rights are the basic rights and freedoms that belong to every person in the world. They help you to flourish and fulfill your potential through:

- being safe and protected from harm
- being treated fairly and with dignity
- living the life you choose
- taking an active part in your community and wider society.

The Human Rights Act 1998 (also known as the Act or the HRA) came into force in the United Kingdom in October 2000. It is composed of a series of sections that have the effect of codifying the protections in the European Convention on Human Rights into UK law.

The Act sets out the fundamental rights and freedoms that individuals in the UK have access to. They include:

- Right to life
- Freedom from torture and inhuman or degrading treatment
- Right to liberty and security
- Freedom from slavery and forced labour

- Right to a fair trial
- No punishment without law
- Respect for your private and family life, home and correspondence
- Freedom of thought, belief and religion
- Freedom of expression
- Freedom of assembly and association
- Right to marry and start a family
- Protection from discrimination in respect of these these rights and freedoms
- Right to peaceful enjoyment of your property
- Right to education
- Right to participate in free elections

Many every day decisions taken in the workplace have no human rights implications. However, by understanding human rights properly you are more likely to know when human rights are relevant and when they are not. This should help you make decisions more confidently, and ensure that your decisions are sound and fair.

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CITY OF
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HRA Business Plan

HOUSING SCRUTINY
COMMITTEE

2 FEBRUARY 2023

Together, let's deliver
Lincoln's ambitious future



Our five strategic priorities



72

Strategic priority 3

73

Let's deliver
quality
housing

- ▶ Let's provide housing which meets the varied needs of our residents
- ▶ Let's work together to tackle homelessness in Lincoln
- ▶ Let's improve housing standards for all
- ▶ Let's build thriving communities
- ▶ Let's help people have a sense of belonging



Purpose of the Report

1. To consult on the HRA Business Plan for 2023/24
2. To discuss the development of a wide ranging 30-year Business Plan during 2023

74



Introduction and Background

- All councils with 200 or more council housing properties are required to have a HRA
- City of Lincoln has 7,794 council house properties
- HRA ring-fenced from the General Fund
- Business Plan previously reviewed in 2021/22, with intention to develop a long-term plan in 2022
- Not able to develop the plan at that time
- Have developed a five-year plan
- Now in a position to develop a long-term plan



Inhibiting Factors 2022

- Continuing impact of Brexit and Covid
- Need to prioritise staff time and resources to deliver core housing services
- Not able to allocate sufficient time to develop key strategic objectives and policies
- War in Ukraine
- Cost of living crisis
- Political uncertainty
- Staff recruitment, retention and working arrangements

76



What has changed?

77

- Time to adapt to new circumstances
- Recruiting staff to fill key roles
- Better able to manage time and resources to deliver core services
- Improved planning enabling the development of a clear set of long-term goals
- We know where the gaps are and are starting to fill them



HRA Business Plan 2023 - 2028

78

- HRA Business Plan is primarily a financial document
- Outlines the environment the service operates in and describes the main challenges
- It sets out our income and expenditure projections for the next five years
- Wide ranging consultation on the development of the plan
- The financial details are fully congruent with the MTFS
- Includes details of revenue and capital expenditure
- Includes a detailed Action Plan



HRA Business Plan 2023 – 2028 cont.

- The five-year business plan supports the delivery of key housing services including: -
 - Fire and building safety
 - Repairs and maintenance
 - Lettings and allocations
 - Housing management
 - Estate services
 - Caretaking
 - Decent Homes
 - Homelessness



Looking to the future – 30-year plan

- We know where the gaps are and are starting to fill them
 - Estate Regeneration
 - Decarbonisation
 - Additional Homes
- ⌘ • Allocated time and resources to set up a project team and develop a project plan
 - Project Board established, meeting since October 2022
 - Using Lincoln Project Management methodology
 - Utilising external expertise
 - Clear goals and milestones
- Goal to develop the 30-year business plan by summer 2023



Summary

1. Setting a HRA Business Plan for 2023/24

2. Proposal to development of a wide ranging 30-year Business Plan during 2023

Questions?





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Downsizing Incentive Scheme

Together, let's deliver
Lincoln's ambitious future



Current reality

- Nationally there are large numbers of tenants who are under occupying their current general needs rented accommodation - many are older people occupying family houses whose families have grown up and left home.
- The introduction of the Welfare Reform Act placed a new emphasis on tenants who are under occupying social rented general needs accommodation. From April 2013, an under- occupation charge was applied to under occupying tenant(s) from their benefit equivalent to 14% of the housing benefit eligible rent for one bedroom under occupied and 25% of the eligible rent for two or more bedrooms under occupied families have grown up and left home.
- Due to our current limited housing system, we are unable to quantify how many tenants are under occupying their property. Feedback from Housing Officers suggest that we have many residents wishing to downsize, but they can not afford to.
- We currently have a significant number of families on the waiting list for larger accommodation. For context, only 1 4-bedroom property became available in Q1, with 38 families still waiting. See next slide.
- The increasing energy bills will be made worse for tenants who are under occupying their homes.
- We are receiving less Discretionary Housing Payment Fund year on year and there is a need to move the reliance away from this as a means to pay rent.



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Lincoln's ambitious future



www.lincoln.gov.uk

Current waiting list – July 2022

Full Housing Register	Ground Floor Need				Non-Ground Floor Need				Total In Each Band
	1 BG	2 BG	3 BG	4 BG +	1 Bed	2 Bed	3 Bed	4 Bed +	
Band One	73	34	6	1	60	38	63	21	296
Band Two	86	23	12	1	60	72	148	6	408
Band Three	145	7	4	0	394	231	64	1	846
									1550
1550 - Active and Allowed to Bid Lincoln									
(429 Transfer cases, 1121 General housing register applications)									
Transfer Only	Ground Floor Need				Non-Ground Floor Need				Total In Each Band
	1 BG	2 BG	3 BG	4 BG +	1 Bed	2 Bed	3 Bed	4 Bed +	
Band One	40	17	1	0	15	11	18	9	111
Band Two	36	14	5	1	13	15	70	1	155
Band Three	42	1	0	0	54	57	9	0	163
									429

85



Scope of the scheme

The Downsizing Incentive Scheme will be voluntary scheme that offers practical support and financial assistance to help eligible applicants to move. Tenants and qualifying occupiers must apply for the scheme.

To be eligible tenants must be either:

- a tenant who lives in council housing that is now too big for their needs
- a tenant or qualifying occupier who lives in an adapted property and they no longer need the adapted or specialist feature of the house
- a tenant moving into sheltered accommodation.

The aim of the scheme is to help people who want to transfer to a smaller or more suitable house. It will release properties which are in greatest need and are in areas that have the highest demand.

The Scheme aims to help 20 households each year to transfer to more suitable housing.



Under-occupany and Lincoln

- CoLC currently manages 7, 599 tenancies
- 290 tenants who are claiming benefits are under-occupying their properties
- We are unable to quantify the number of self funding rent payers who are under occupying.

Of those in receipt of benefits:

- 166 tenants are under-occupying by 1 bedroom
- 114 tenants are under-occupying by 2 bedrooms
- 9 tenants are under-occupying by 3 bedrooms
- 1 tenant is under occupying by 4 bedrooms
- 94 Discretionary Housing Payments (DHP) are being paid to tenants who are under occupying their homes
- 49 of these DHP claimants are in receipt of Housing Benefit are claiming DHP
- 45 tenants in receipt of Universal Credit are claiming DHP
- The total paid in DHP per month is £3,000.

87



Aims of the scheme

- To make best use of housing stock
- To promote and enable downsizing and provide more manageable homes
- Align with Welfare Benefit sanctions, prevent rent arrears and reduce homelessness
- Enable and support tenants to resolve financial hardship e.g paying the cost of moving
- Reduce number of tenants in receipt of Discretionary Payments
- Reduce number of tenants under-occupying and subject to the 14/25% under occupancy charge
- ∞ • Reduce void rental loss, particularly for hard to let sheltered accommodation.



Financial incentive proposals

If a tenant qualifies for the scheme, they will receive a basic payment of £1000. In addition, we will pay a disruption payment of £400 for removal costs and £250 for each bedroom that a tenant gives up. For example, if tenant moves from a four bedroom house to a one bedroom house they will be entitled to:

Basic grant	£1,000
Plus disruption allowance	£400
Plus (£250 per bedroom given up)	£750
Grant awarded	£2,150

The main grant will only be paid once the tenant has signed for the new tenancy and ended their former tenancy. If any rent arrears, rechargeable repairs or debts outstanding to the council, this will be taken from the grant before the tenant is paid.



Eligibility

How do tenants qualify?

- Are under occupying their present accommodation
- Has a clear rent account. If an applicant does have rent arrears, the Service Manager can exercise discretion if there has been continued payments to reduced the balance
- Has no history of category of ASB in the last 12 months
- Has kept their current property in good repair, with a clear and tidy garden
- If a tenant is moving from general needs accommodation into shelter accommodation, they would be eligible for the basic grant and disruption allowance
- If a tenant requires adaptations and we identify a property already adapted, they would qualify for the scheme
- Must have kept to the terms of their tenancy agreement for the last 12 months
- Tenants must allow the housing repairs service to carry out any repairs (that can reasonably be carried out) before the tenancy is terminated.
- Applications will be processed on a first come, first serve basis due to funding



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Downsizing through a Mutual Exchange

It is recognised that Mutual Exchanges provide a cost effective solution to help tenants move to more suitable accommodation.

Tenants will be eligible for the scheme if they are downsizing through a mutual exchange from one COLC to another.

Help Moving

We acknowledge that moving can be a stressful and often difficult time for tenants. if assistance is required to move to another property, we can offer help with:

- arranging removals
- arranging disconnection and reconnection of services
- refitting carpets
- decorating
- three 'free' hours labour provided by a handy man to help tenants settle into their homes
- the cost of carrying out any or all of the above would be taken from the lump sum and the balance paid to the tenants.

29

Outcomes desired

- Better use of housing stock
- Vulnerable customers in oversized properties will have assistance to move
- Sheltered accommodation with lower demand will be made better use of
- To promote and enable downsizing and provide more manageable homes
- Align with Welfare Benefit sanctions, prevent rent arrears and reduce homelessness
- Enable and support tenants to resolve financial hardship e.g paying the cost of moving
- Reduce number of tenants in receipt of Discretionary Payments
- Reduce number of tenants under-occupying and subject to the 14/25% under occupancy charge
- Reduce void rental loss (particularly for hard to let sheltered accommodation).

93

Measuring Success

- ***The number of tenants downsized as a result of the scheme***
- ***The number of bedrooms released***
- ***The reduction in number of tenants receiving DHP***
- ***The monetary saving to tenants through downsizing.***



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Risks

- A potential increase in the number of voids properties and a detrimental impact on void performance. In order to tackle this, tenants will be required to allow HRS to carry out any reasonable repairs, before the move takes place
- The management of this scheme will take a significant amount of resourcing and will have to be carried out by the Housing Officer with the support of the Tenancy Sustainment Team where necessary.



Further considerations

- Is a downsizing scheme still relevant?
 - Should a dedicated resource be in place to manage and promote the scheme?
 - Are the incentives appropriate?
 - Should the incentives offer more/less?
 - Which groups are a priority – 4 bed properties, older persons households any others?
- 69 • Further research / consultation needed?



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SUBJECT:	TENANCY SUSTAINMENT UPDATE
DIRECTORATE:	HOUSING AND INVESTMENT
REPORT AUTHOR:	KEELEY JOHNSON, TENANCY SERVICES MANAGER

1. Purpose of Report

- 1.1 To update Members on the current position on tenancy sustainment within Tenancy Services.

2. Background

- 2.1 Tenancy sustainment continues to be a key priority for City of Lincoln Council (CoLC) and the Covid-19 pandemic and subsequent increase in the cost of living has seen and increased need to provide tenants with essential support.
- 2.2 Sustaining tenancies has long been important for social landlords wishing to not only maximise income into the housing revenue account but also to maximise tenant's income. We want to allow tenants to thrive in their homes and reduce the risk of tenancies failing. Evictions on average cost between £7,000 and £10,000 without including any further temporary accommodation costs which can be in the region of £140 a night for a family should B&B be required. With the increasing numbers of homelessness and pressure on the housing register, there has never been a higher need to sustain tenancies and stabilise communities.
- 2.3 The Welfare Reform Act 2012 and the subsequent introduction of the underoccupancy charge and benefit cap, left many tenants facing a reduction in an already tight income. The further roll out of Universal Credit, designed to make benefits more streamlined, has left many tenants in more financial hardship, with delays in payment days and a struggle to change from fortnightly budgeting to monthly budgeting and paying their own rent.

There has also been a dramatic reduction in the third sector, with support shrinking across the board despite an increasing demand.
- 2.4 The introduction of the Equality Act 2010 also placed a duty on landlords to carry out Public Sector Equality Duty Assessments (PSEDA) when making decisions that affect tenants. Any enforcement action taken must have a PSEDA provided to court, with detail of consideration of how we have considered protected characteristics and the actions we have taken to support tenants. This places a high priority on providing an inhouse sustainment service in order to fulfil this legal obligation.
- 2.5 To address these issues, in April 2022, Tenancy Services introduced three Housing Officers on two-year contracts, dedicated to working on our sustainment objectives which have been split into four phases.

3. Project Roll Out

3.1 Phase 1 – Pre-tenancy support for vulnerable tenants

Housing Allocations and Tenancy agreed a vulnerability assessment that, should an applicant reach a certain threshold, they would qualify for pre-tenancy support. Allocations do have discretion should an applicant not meet the threshold to refer for support. All homelessness applicants are also referred in for pre-tenancy support. An initial phone conversation is held with a later appointment in City Hall is held depending on need.

This support includes:

- Discussing and assisting with any claims for benefits
- Help with Discretionary Housing Payment forms if necessary
- Referrals to Housing Related Support through framework for ongoing support
- Referrals for any Debt Advice
- Agreement for rent and discussion on how to make payments
- Explanation of the tenancy agreement and consequences of breaching it
- Awareness of utilities and how to sign up
- Discussion on furniture and help acquiring if needed
- Discussion around any alcohol or drug dependencies and how we can support with this.

The Officer attends the sign up of tenants requiring an increased level of support and use their discretion for this.

3.2 Phase 2 – Roll out of referrals to any tenant at risk of enforcement action

To assist any tenant at risk of enforcement action, a referral is made by the Housing Officer into the Sustainment Team. The Officer then has a dedicated period of time to assist the tenant with any issues they might be experiencing and sustain that tenancy. Should the tenant not engage, the authority has still fulfilled our obligations under the Public Sector Equality Duty which will be questioned at court.

3.3 Phase 3 – All general referrals accepted for any tenant experiencing some type of hardship

Any tenant who is experiencing hardship throughout their tenancy can seek assistance from the Sustainment Team. The team is a signposting service, so will ensure the correct agencies are involved and support is provided.

3.4 Phase 4 – Forming strong relationships with the third sector

To achieve our sustainment goals, we must form excellent relationship with the third sector and formalise these working arrangements. This will include work with furniture projects, food banks, charities etc. We would also like to form a better working relationship with the energy companies serving our properties to gain more understanding of any options available for tenants including hardship funds.

We are currently entering phase 4 of the project and have successfully achieved our current goals in providing pre-tenancy support and support for any tenant in crisis throughout their tenancy.

4. Current Position

The Tenancy Sustainment Team have received 293 tenants since starting in April 2021. A breakdown of the actions taken is below. 272 cases have been closed, with 21 cases currently open. There have been 48 referrals for tenants at risk of court action due to rent arrears, of these 41 have made arrangements to pay saving the authority in excess of £12,000 alone in court costs across these cases. The total debt across these cases amounts to £76,756.

4.1

Action taken by Sustainment Team	Total
Apply for UC	18
UC amendments (e.g., change of circs)	69
CTS claim	94
HB application	20
DHP application	11
Backdated claims	22
Benefit overlap	4
Any other bens (e.g., Carers)	30
Inc/Exp form completed	69
Referred to Welfare	15
Assisted to set up utilities	70
Furniture referral	38
White goods application	50
Attended sign up	21
Framework referral	3
Foodbank referral	11
Signpost to external organisation	36
Court Action Avoided/Possession Prevented	42
F2F visit/meeting	81
Payment Arrangement for Rent	126
Receiving support at time of referral (e.g., leaving care, Framework etc)	47
HSF referrals made (13/12/22 - 14/12/22 only)	4
Warm Home Lincoln (from 3/1/23 only)	2

5. Evictions

- 5.1 As of the end of Q3 2022, 12 evictions had been carried out which averages 4 per quarter. Keeping aside the two years where evictions had restrictions on the average number of evictions over 19/20 and 18/19 was 66 and therefore 17 per quarter. This means that we are currently operating at a reduction of 50 evictions less per year based on previous 'normal' performance.
- 5.2 Taking an average void cost of £7,000, this equates to a total saving on evictions per year of £350,000. This being a conservative estimate. This does not include the potential unforeseen costs of temporary accommodation where there is a priority need.

Year	Number of evictions	Legal position
22/23	12	No restrictions
21/22	10	Restrictions until Oct 21
20/21	0	Complete ban on evictions
19/20	45	No restrictions
18/19	86	No restrictions

6. Arrears

Given the current economic climate, it was expected that the rent arrears owed to the council would increase significantly. The arrears as of the end of Q3 had reduced by £40,641.05 compared to the same point last year. This is despite an increase of 393 Universal Credit cases.

	December		
	2022	2021	Variance
Collection Rate	100.46%	100.52%	-0.06%
Total Arrears	£1,012,039.01	£1,052,680.06	-£40,641.05
Arrears % debit	3.33%	3.68%	-0.35%
UC Cases	2,801	2,408	393
UC Arrears	£657,762.47	£666,390.16	-£8,627.69

7. Benchmarking

The benchmarking information below provides a comparison of performance with other local authorities for context. The sustainability work the officers have been tasked with has enabled the authority to reduce arrears overall whilst not sacrificing the low level of evictions.

Organisation	No of Tenancies	Rent Arrears Qrt 3 21-22	Rent Arrears Qrt 3 22-23	Collection as a % of debit	Arrears as a % of debit	Total no. of UC cases
Local authority 1	25,254	£3,626,134	£3,756,186	100.31%	3.60%	8,924
Local authority 2	29,000	£5,503,048	£5,997,598	98.23%	5.10%	8,851
Local authority 3	9,843	£1,717,695	£1,847,089	100.51%	4.14%	3,833
Local authority 4	18,200	£2,118,760	£2,386,832	98.32%	3.47%	6,495
Local authority 5	20,149	£2,380,082	£2,599,185	98.56%	2.83%	8,766
Housing Association	11,131	£552,634	£624,954	98.4%	0.83%	3,936
City of Lincoln Council	7,638	£1,052,680	£1,012,039	100.46%	3.33%	2,801

8. Organisational Impacts

8.1 Finance

There are currently three Housing Officers posts on scale 6 working to deliver the sustainment objectives

8.2 Legal implications (including procurement rules)

No further considerations at present.

Equality, Diversity and Human Rights

8.3 Project is in accordance with the equality duty impact assessments required from local government.

9. Recommendation

9.1 The recommendation is for the three posts to be added to the establishment.

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer: Keeley Johnson
Tenancy Services Manager

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HOUSING SCRUTINY SUB COMMITTEE

2 FEBRUARY 2023

SUBJECT:	SCHEDULED REPAIRS UPDATE QUARTER 3
DIRECTORATE:	HOUSING AND INVESTMENT
REPORT AUTHOR:	MATT HILLMAN, ASSISTANT DIRECTOR, HOUSING AND INVESTMENT

1. Purpose of Report

1.1 To provide an update on Scheduled Repairs, Quarter 3.

2. Executive Summary

N/A

3. Background

3.1 Prior to August 2020 Housing Repairs Service operated a Responsive Repairs service whereby all non-urgent repairs were completed within 20 days and emergency repairs within 24 hours. Operatives were assigned to attend repairs anywhere within the city boundary. Repairs were not organised by location and following the completion of a repair operatives were deployed to undertake the next repair job without reference to their geographical proximity of the next repair.

4. Update

4.1 Quarter 3 Performance

- 4,139 Scheduled Repairs (SR) raised in Q3.
- SR repairs completed within target time – 99.24%
- SR First Time Fix – 96.11%
- SR Appts Made and Kept – 98.43%

Customer Services are now offering appointments at first contact, this should reduce the additional workload on the Resource Planning team.

The Service Area is seeking to increase the efficiency of SR by reducing timescales from a 12-week cycle to a 9-week cycle. This should improve customer satisfaction by reducing the amount of time residents wait for the completion of non-urgent repairs.

A Process Manual for SR Team Leaders is currently being written in order to provide consistency across the service.

4.2 Considerations

The below considerations all have a significant impact upon Service Area Performance.

4.2.1 Damp and Mould

This issue continues to significantly impact upon performance and workload. 895 repair requests relating to damp and mould have been reported since April 2022. Of these, 400 jobs have been completed and 495 are still open. Of the 895 repair requests reported 612 have been made since 1st Nov 2022.

4.2.2 Resource

Red Book.

There presently 9 red book vacancies but it is likely that we will only be recruiting for 6 posts.

Green Book.

The Business Services Team Leader post is vacant, an appointment is expected during April 2023.

4.2.3 Role Changes within Housing Repair Service (HRS)

A review of the Green Book role structure within HRS is currently underway. The restructure seeks to address skills gaps.

4.2.4 Fleet

The implementation of the new fleet is still underway

- 16 vehicles have been delivered to date.
- 67 vehicles are still to be delivered.
- 11 additional vehicles are expected to be delivered over the next 4 weeks.
- 14 vehicles from the 'old' fleet have been returned to date with 2 collections imminent.

4.2.5 I.T.

HRS are still delivering repairs via a paper-based system which impacts hugely upon productivity. A full update on HITREP implementation is being delivered on Wednesday 25th January 2023.

4.2.6 Managed Stores

Our Managed Stores Service Provider JPS, will shortly be providing an implementation plan for their Avail App. The use of Avail will enhance productivity by enabling operatives to order van stock electronically prior to full ICON integration with Civica CX.

4.2.7 Reporting of Repairs Online

Tenant descriptions of repairs are not always accurate, and this leads to difficulty in terms of allocating resource, time and materials. This adversely affects productivity and the first-time fix rate.

5. **Strategic Priorities**

5.1 **Let's reduce all kinds of inequality**

Scheduled Repairs are aligned with The Councils strategic priorities

- Let's improve the health and quality of life of people living in Lincoln

Scheduled Repairs provides an increased repairs capacity to deal with repairs that, if delayed could impact upon health and wellbeing. In addition, the delivery mechanism reduces tenant inconvenience.

5.2 **Let's deliver quality housing**

Scheduled Repairs are aligned with The Councils strategic priorities

- Let's improve housing standards for all

Scheduled Repairs mean better maintained housing stock as repairs are being completed in a more efficient way for The Council, which increases HRS repair capacity and enables a tenant centric service.

5.3 **Let's enhance our remarkable place**

Scheduled Repairs are aligned with The Councils strategic priorities

- Let's preserve the unique character of our city

5.4 **Let's address the challenge of climate change**

Scheduled Repairs are aligned with The Councils strategic priorities

- Let's ensure our development approach reduces our carbon footprint

Scheduled repairs will decrease fuel consumption and carbon emissions as they mean that fewer journeys need to be made by operatives and that the length of journeys that do need to be made are reduced.

6. **Organisational Impacts**

6.1 **Finance (including whole life costs where applicable)**

N/A

6.2 Legal Implications including Procurement Rules

N/A

6.3 Equality, Diversity and Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

6.4 Human Resources

6.5 Land, Property and Accommodation

N/A

6.6 Significant Community Impact &/or Environmental Impact

N/A

6.7 Corporate Health and Safety implications

N/A

7. Risk Implications

7.1 (i) Options Explored

N/A

7.2 (ii) Key Risks Associated with the Preferred Approach

N/A

8. Recommendation

8.1 To note the content of the report.

Is this a key decision? Yes

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer:

Matt Hillman , Assistant Director
Telephone (01522) 873639
Email address: matthew.hillman@lincoln.gov.uk

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HOUSING SCRUTINY SUB-COMMITTEE**2 FEBRUARY 2023**

SUBJECT: WORK PROGRAMME UPDATE 2022/23

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: ALI HEWSON, SENIOR DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

- 1.1 To present Members with the work programme for 2022/23 (Appendix A).

2. Background

- 2.1 The work programme for 2022/23 is provided for information to ensure members are aware of the forthcoming business at future meetings of the Housing Scrutiny Sub Committee. The work programme is regularly updated in consultation with the Chair of the Committee and Chair of Lincoln Tenants Panel.
- 2.2 The work programme includes those areas for scrutiny linked to the strategic priorities of the Council and housing matters, to ensure that the work of this committee is relevant and proportionate.

3. Recommendation

- 3.1 That Members agree the work programme and recommend any necessary amendments.

Access to Information:

Does the report contain exempt information, which would prejudice the public interest requirement if it was publicised?

No

Key Decision

No

Do the Exempt Information Categories Apply

No

Call In and Urgency: Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply?

No

Does the report contain Appendices?

Yes

If Yes, how many Appendices?

1

Lead Officer:

Ali Hewson, Democratic Services Officer
Telephone 873370

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Housing Scrutiny Sub Committee Work Programme – Timetable for 2022/23**22 June 2022**

Item(s)	Responsible Person(s)	Origin of Request
Allocations Update (Including Numbers of Properties Offered to People on Council Waiting List/Others)	Yvonne Fox	Progress Report
Housing Finance - Council's Housing Out-Turn Position for 2021/22.	Coleen Warren	Annual Report
Lincoln Tenant's Panel Review of Constitution	Andrew Mc Neil/New Resident Involvement Manager	Review
Asset Management Strategy Workshops	Mick Barber	Verbal report on LTP Involvement
Quarter 4 (2021/22) – Performance Report	Yvonne Fox	Regular Report
Scheduled Repairs Pilot Update	Matt Hillman	Verbal Update on Results
Work Programme 2022/23	Ali Hewson	Regular Report

Updated 6 July 2022

11 August 2022

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Matters	Mick Barber, Chair of LTP	Reserved time for LTP topics
Analysis of Housing Register – Update on Numbers in each Band	Yvonne Fox	Update
Overview of ASB	Keeley Johnson	Update
Performance Indicators Update – Quarter 1	Yvonne Fox	Regular Report
Work Programme 2022/23	Ali Hewson	Regular Report

Updated 6 July 2022

3 November 2022

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Matters	Mick Barber, Chair of LTP	Reserved time for LTP topics
Planned Works Programme 2022/23	Matt Hillman/Daren Turner	Requested by Chair 17 Oct 2022 via e mail
De Wint Court- Allocations – Written Update on Procedure and Progress	Clive Thomasson	Pre Meet 1 Aug 2022-Cllr Hewson asked for this information prior to a PIR report later in the year
Quarter 2 Performance Update	Gareth Griffiths	Regular Report
Tenant Involvement Strategy Action Plan	Andrew McNeil/Donna Lyons	Progress Update
Work Programme 2022/23	Ali Hewson	Regular Report

Updated 6 July 2022
2 February 2023

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Matters	Mick Barber, Chair of LTP	Reserved time for LTP topics
30 Year Housing Plan Update	Paul Hopkinson	Agreed with Chair at pre meet 24 Oct 2022
Homelessness and RS Update (Inc properties offered to people who are homeless Q3)	Yvonne Fox	Regular Report
Draft Policy- Incentive to Downsize	Keeley Johnson	Requested by Chair Meeting 3 Nov 2022
Verbal Update: Kier Contract- Final Account Settlement SECTION B RESTRICTED	Daren Turner/Matt Hillman	Requested by Chair Pre Meet 1 Aug 2022 following a discussion at Audit Committee to clarify negotiations were complete and all settled
Work of Tenancy Sustainability Officers	Keeley Johnson	Six monthly progress report
Schedule Repairs Project Update	Matt Hillman	Progress Update
Work Programme 2022/23	Ali Hewson	Regular Report

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Matters	Mick Barber, Chair of LTP	Reserved time for LTP topics
LTP Review Update Report	Mick Barber, Chair of LTP	Annual Report
Quarter 3 (2022/23) – Performance Report	Yvonne Fox	Regular Report Quarterly
Setting of Performance Targets 2023/24	Daren Turner	Annual Review
Report from PH Cllr Nannestad to Performance Scrutiny Committee	Cllr Nannestad	Annual Report
Work Programme 2022/23	Ali Hewson	Regular Report

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SUBJECT:	EXCLUSION OF THE PRESS & PUBLIC
DIRECTORATE:	CHIEF EXECUTIVE & TOWN CLERK
REPORT AUTHOR:	CAROLYN WHEATER, MONITORING OFFICER

1. Purpose of Report

- 1.1 To advise members that any agenda items following this report are considered to contain exempt or confidential information for the reasons specified on the front page of the agenda for this meeting.

2. Recommendation

- 2.1 It is recommended that the press and public be excluded from the meeting at this point as it is likely that if members of the press or public were present there would be disclosure to them of exempt or confidential information.

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