

HOUSING SCRUTINY SUB-COMMITTEE

Thursday, 2 November 2023

6.00 pm

Committee Rooms 1-2, City Hall

Membership:	Councillors Gary Hewson (Chair), Pat Vaughan (Vice-Chair), Alan Briggs, Liz Bushell, Mark Storer and Loraine Woolley
Substitute member(s):	Councillors Adrianna McNulty and Emily Wood
Lincoln Tenants Panel member(s):	Mick Barber (Chair of LTP), Caroline Coyle-Fox (Vice Chair of LTP), Mike Asher (Member of LTP), Sean Newton (Member of LTP) and Debbie Rousseau (Member of LTP)
Officers attending:	Democratic Services, Paula Burton, Matthew Hillman, Paul Hopkinson, Michelle Hoyles and Daren Turner

A G E N D A

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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.	
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Present: Councillors Councillor Gary Hewson (*in the Chair*), Alan Briggs, Liz Bushell, Mark Storer, Pat Vaughan and Loraine Woolley

Apologies for Absence: Mike Asher

Also in Attendance: Mick Barber (Chair of LTP), Caroline Coyle-Fox (Vice Chair of LTP), Sean Newton (Member of LTP) and Debbie Rousseau (Member of LTP)

14. Confirmation of Minutes -21 June 2023

RESOLVED that the minutes of the meeting held on 21 June 2023 be agreed and signed by the Chair as a true record

15. Declarations of Interest

No declarations of interest were received.

16. Lincoln Tenants Panel Project Updates

Mick Barber, Chair of Lincoln Tenants Panel (LTP), provided a written report on the panel's continued work on a variety of projects with tenancy services, fire safety assurance, maintenance, business management and resident involvement teams. The briefing note, designed as a regular update to members of Housing Scrutiny Sub Committee, covered the following areas:

- LTP continued to hold quarterly meetings with the Voids Team Leader to review void inspections and targets. The number of voids inspections had increased and all had surpassed standards. Further discussions would be held with the Voids Team Leader to establish how multiple void inspections could be conducted with limited disruption to the team. LTP members recently attended a void recharge workshop and provided recommendations.
- The Complaints Review Group continued to hold quarterly meetings. There were no further updates relating to complaints or anti-social behaviour (ASB) working groups. Recommendations from the LTP were being reviewed and the ASB accreditation was still under review, an outcome of which was expected in the near future.
- The Schedule of Repairs (SOR) Working Group had received positive information relating to performance with repair timescales. LTP offered their thanks to Amy Larder, Interim Maintenance Manager. A detailed action plan to enhance and increase the SOR programme on Facebook was currently being rolled out. LTP had reviewed the latest tenant satisfaction measure progress, reviewed the kitchen and bathroom work programme and confirmed colour choices of kitchen carcasses, worktops and panelling together with style of handles. LTP had attended a 30 Year Business Plan and Estate Regeneration workshop, provided feedback and discussed engagement methods with residents. LTP had provided a set of questions to form part of the tenant wide consultation that was due to go out in August. All estate inspections had been attended by LTP members.

- LTP continued to represent City of Lincoln Council (CoLC) at Association of Retained Council Housing (ARCH), TPAS (the leading tenant engagement experts) and Social Housing Quality Resident Panel.

RESOLVED that the content of the written update from the Chair of LTP be noted with thanks, to be continued as a regular agenda item.

17. **Performance Monitoring Report Quarter 1 2023/24**

Paula Burton, Housing Strategy & Investment Manager:

- a. presented Housing Scrutiny Sub Committee with a verbal summary on performance indicators for the Directorate of Housing and Investment (DHI) for Quarter 1 of 2023/24 (April – June)
- b. added that regular monitoring of the Council's performance was a key component of the Local Performance Management Framework and supported its ongoing commitment to continuous improvement of Council services
- c. confirmed that there was a total of twenty-one performance indicators monitored by DHI. An overview of performance for the first quarter of 2023/24, against such indicators, was attached at Appendix A to the report, circulated separately to the main agenda
- d. reported that of the 21 measures in total; eight had met or exceeded their agreed target and eleven had performed below target. Three of the measures found to be performing below target were 'year-end' measures; one of which recorded the proportion of homes not at 'decent homes standard,' and the remaining two cumulatively recorded expenditure on maintenance and capital works
- 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. added that further information on the areas highlighted was provided within the report
- g. invited comments and questions from Members of the Committee.

Members discussed the content of the verbal report, commented, asked questions and received relevant responses from Officers as follows:

Question: The percentage of rent collected as a percentage of rent due in 2022/23 was 98.36%. In quarter 1 of 2023/24, the figure stood at 96.81%. What was the difference between the percentages in monetary terms?

Response: Information pertaining to the monetary terms would be distributed to Members further to the meeting.

Question: What was the target set for rent collections?

Response: The target set for rent collections was 97.5%. Rent collections had been more successful than anticipated.

Comment: There had been improved performance in one-day repairs. To achieve this, the Council had increased the number of operatives carrying out Priority and Urgent repairs. This helped to maintain performance despite an increase in priority repairs being reported.

Comment: The percentage of urgent repairs carried out within time limits (3 days) had fallen below target during Quarter 1. Measures had been put in place to improve performance within the area. This included the creation of a rota which would see a member of the Customer Services Team work weekly from Hamilton House alongside the Planning Team. In addition, a team leader or resource planner was being made available for those still based at City Hall to provide additional support and guidance to ensure urgent repairs were reported correctly.

Recruitment continued to be a difficulty. It was hoped that the measures implemented would deliver a positive impact against the performance measure.

Question: When was the planned reduction of the work calendar from a 12 week cycle to a 9 week cycle, due to be implemented?

Response: A meeting had been scheduled for the end of August to plan the approach and it was hoped that we would have the new calendar in place by November.

Comment: The reduction of the work calendar was in the early stages however attendance from Donald Nannestad, Portfolio Holder for Quality Housing, would be positive to provide an update to Members in the next Quarter.

Question: Had there been issues with the online system and reports not going through to customer services?

Response: There had been ongoing issues with the online system, it was not currently being supported. Newark and Sherwood District Council were the lead on it previously.

Response from Donald Nannestad, Portfolio Holder for Quality Housing: The CoLC were not the only Council on the pilot scheme who had problems. Newark and Sherwood District Council had experienced issues also. The new IT system should link everything up.

Question: If there were issues with the online system, why was it being continued?

Response: Operatives still received repairs reports and they were still attending however it was taking longer. Issues had been resolved however the process had been made longer.

Question: Was the recharge mechanism the CoLC's determination of works that may be required in a void property?

Response: Yes, the recharge mechanism considered a property's condition when repairs were needed and what charges could be raised. The recharge mechanism was a more robust approach to charges for works needed inside and outside of a property.

Question: If deemed repair works were required, were items previously listed in the tenancy agreement to outline what could be charged for? There may be items

that should be the responsibility of the Council. It was important for tenants to be made aware of policies.

Response: All information was explained and communicated to tenants at the point of sign up. The main list was within the policy that was in place. Applicants/tenants were made aware of items that were recharged. When the policy changed in the future, a full communication strategy would be carried out to ensure tenants were made fully aware.

Question: Did the policy apply to tenants that may have signed up many years ago?

Response: The Policy had always been in place for all tenants and was part of the sign-up process.

Comment: Tenants should be advised that costs to remove items from a property would be charged at a 'like for like rate' to save instances whereby a tenant may not fulfil obligations to remove items in the instance that a recharge cost was lower than arranging it themselves.

Comment from Donald Nannestad, Portfolio Holder for Quality Housing: It may be the case that a tenant who passed away had not kept the property in the condition that even they would have liked due to ill health. Individuals who had contracted Covid-19 were more likely to pass away from another illness within two years.

Comment: There were incidents where tenants entered into an Individual Voluntary Agreement (IVA) and the money for cleansing was written off.

Response: The cost of cleansing alone was very high.

Comment: Each tenant was individual and the policy could affect them all differently. Housing was a business however compassion and discretion was important. It was essential that all tenants understood the policy and continued to be informed of all of the details from the beginning.

Response: Discretion could become very interpretable. The appeals process was in place instead of the typical complaints process and it involved an appeals panel, not left to a single officer's discretion. The policy signposted tenants to the appeals panel.

Comment: It may be the case that many tenants were not aware that they could appeal against the Council's decision. However, as long as all the information had been made fully available, it was the responsibility of the tenant to read all of the pages before they signed the tenancy agreement.

Response: There was a quality checklist that was in place to ensure individuals were aware that they were fully supported.

Comment: Tenant recharge/s were not uncommon across the whole sector. There would be cases whereby a tenant was unwell and there would be exceptions. The panel removed the decision on one person's behalf.

Response: Information shared on the appeals panel was positive as it made it accountable and fair. Tenants should be given every opportunity to make right any work to the relevant standard.

Question: Was there scope to reduce the average re-let period to 32 days?

Response: Staffing levels continued to be problematic not just for the Council but within the wider building trade. In addition, rising costs created problems. There were lots of elements. It was not possible to predict the future however we would continue in our efforts to drive down the number of void days.

Question: What was the target set for voids? It had been left open since Covid-19 and there didn't appear to be a target set.

Response: The average relet time was 32 days excluding major works and 38 days including major works for all dwellings.

Comment: Further information from Customer Services was required to report to Members on the percentage of calls answered within 90 seconds.

Comment: It was hoped that the repairs policy would reduce complaints because they would be communicated with fully so it reduced the need for complaints.

Question: Customer services operatives were knowledgeable but would it be quicker to pass through to the relevant department as they had the expertise?

Response: Work with resource planners was ongoing. Therefore, as information was received they would be able to answer queries before it scaled up to a complaint.

RESOLVED that:

1. Additional information be provided by Officers in relation to:
 - A figure in monetary terms as to the difference in the percentage of rent collection in 2022/23 compared to Quarter 1 of 2023/23.
2. The Democratic Services Officer be tasked with the circulation of the Performance Monitoring Report Quarter 1 – 2023/24 and associated appendices to Members of the Committee.
3. The current performance outcomes during the financial year 2023/24 to date, be noted.

18. Management of Communal Areas

Paula Burton, Housing Strategy & Investment Manager:

- a. presented Housing Scrutiny Sub Committee with a report on the introduction of a Management of Communal Area's Policy
- b. added that the proposed Management of Communal Areas Policy laid out the approach that the CoLC would take to manage enclosed communal areas and the areas that immediately surrounded blocks of flats
- c. confirmed that such a policy would have a number of benefits for all stakeholders including residents, Council staff and members of the public as detailed at paragraph 4.3 to the report

- d. reported that Management of Communal Area policies were implemented by the vast majority of social housing providers in order to set out the required standards relating to safety, repairs, maintenance and aesthetics
- e. referred to paragraph 3.1 of the report which defined a communal area, some of which included; communal entrances, any shared stairwell, balcony, or access path and communal parking areas
- f. added that an agreed standard would ensure consistency during the maintenance and refurbishment of communal areas. In addition, it would ensure that safety critical aspects relating to communal areas met legal and regulatory requirements as detailed at 4.4 to the report
- g. invited comments and questions from Members of the Committee.

Members discussed the content of the report, commented, asked questions and received relevant responses from Officers as follows:

Question: Why were maisonettes not included?

Response: The policy covered any communal blocks.

Comment: The report from the commissioned company would consider overall estates, the overall appearance, not specific communal areas. Consideration of an identified area would be the assessment of the regeneration of a specific area.

Question: Had LTP been consulted with on the proposed policy?

Response: Consultation with LTP had taken place.

Question: The policy was welcomed. Who would be responsible for enforcement of the policy?

Response: Expectations and enforcement would be by way of tenancy agreement as it concerned communal areas. Expectations would be communicated clearly and subsequently enforced by HRS and Investment.

Question: The policy was positive as many areas were dirty, smelly and cluttered. The policy provided for mobility scooters. Was it possible for pushchairs to be included?

Response: Suggestions would be fed back for consideration.

Comment: The report was encouraging and the policy greatly needed. All tenants and housing officers should be given a copy of it. Compliments offered to the individuals responsible for the devisal of the policy.

Question: How did the Council plan to enforce a 'zero tolerance' approach?

Response: Identification of the individual responsible was an essential step in any potential enforcement action. Methods of enforcement action would be contained within tenancy agreements. Previous attempts to discover the identity of a perpetrator included work with community services, often opening bin bags to ascertain if the identity of the person responsible for rubbish could be discovered. It was not always easy to identify who owned items and/or rubbish. It was essential for the policy to be in place to enable any action to be taken.

Comment: It was hoped that the policy would give officers the authority to enforce action to reduce the cluttered appearance of areas such as the Ermine East.

Comment: It was important to consider the suitability of accommodation offered to families. It could be problematic to place a family in accommodation on a third floor with a pushchair. The policy would not allow for them to be left in communal areas. A mechanism to record inspections of these areas was important. It was important to consider provision for all access routes.

Comment: A defined policy would provide more diligence and authority. Therefore, if something was wrong, as long as the tenant had a copy of the policy, something could be done to put it right.

Comment: Inspections should be documented to create a record to refer to.

Question: If an individual were to smoke cannabis a number of blocks away which resulted in other tenants being unable to hang their washing out, what enforcement action would the policy allow?

Response: Issues of smoking would be addressed under anti-social behaviour and in the circumstance of cannabis, criminal activity. Such activities should be dealt with that way.

Comment: It would be positive to view performance indicators on the policy.

Note: *(Daren Turner, Strategic Director of Housing and Investment, joined proceedings at this stage)*

Comment: The policy was a great start and development of performance monitoring was anticipated. If there was a caretaking system, it would be positive for there to be a paper trail. In addition, it was important to share all information with tenants.

Response: There would be a communication plan for tenants to ensure all were made aware of the policy.

Comment: Consideration should be given to social media communication also.

Request from Mick Barber, Chair of LTP: If any changes were to be made to the policy, that they be made known to LTP prior to progression to Executive for formal approval.

Response: Any changes to the policy would be submitted to LTP for consideration.

RESOLVED that:

1. Additional information be provided by Officers in relation to:
 - Performance indicators relating to the Management of Communal Areas Policy
2. The policy be proceeded to Executive for formal approval.

19. Ellie's Memorial Garden

Paula Burton, Housing Strategy & Investment Manager:

- a. presented Housing Scrutiny Sub Committee with an update on the intention to request authorisation from Executive to proceed to lease the land to the side of Tower Flats, to Green Synergy
- b. added that the leasing of the land would enable the continuation of management and maintenance of the area by Green Synergy as a community garden in memory of Ellie Bradford, a former member of Council staff in the Housing Department who had passed away whilst still in service. Ellie was a Housing Officer and Area Housing Manager
- c. confirmed that the Council and Green Synergy had entered into an informal agreement in 2013 when Green Synergy expressed an interest in the creation of a community garden with the Tower Action Group on the Tower Estate
- d. reported that the garden was no longer open to the public and was awaiting a formal lease agreement to be in place
- e. referred to 4.4 of the report whereby details of Green Synergy's vision could be seen. The vision for the garden was to secure a formal lease for the land to enable Green Synergy to bid for available funding to encourage community participation in looking after the garden, develop the planting and increase the biodiversity in the garden.
- f. added that the charity also sought to support sustainability through the development of compost bays on the garden and maintaining a beautiful community green space which it was hoped would contribute to the Lincoln Climate Commission challenges by increasing the native species on the garden
- g. invited comments and questions from Members of the Committee.

Members discussed the content of the report, commented, and received relevant responses from Officers as follows:

Comment: Plantation would reintroduce plants and wildlife that had not been seen in Lincoln for a long time.

Comment: Proposals were for a 25-year lease, with break clauses included at five yearly intervals. Permission was necessary from Ellie Bradford's family. Contact still needed to take place with Ellie's son and daughter.

Question: Gardening and green spaces helped with mental health issues. Green Synergy's work was fantastic. Was it possible to include a memorial plaque?

Response: It was possible to include a memorial plaque and that was what permission from Ellie's family was needed for.

Comment: A memorial plaque would be very heart-warming in Ellie's memory.

RESOLVED that Members agreed the contents of the report to progress to Executive for formal approval.

20. Anti-Social Behaviour Management

Paula Burton, Housing Strategy & Investment Manager:

- a. presented Housing Scrutiny Sub Committee with an update on the management of anti-social behaviour across introductory and secure tenancies
- b. added that the Antisocial Behaviour (ASB) Crime and Policing Act (2014) gave local authorities increased powers and tools to deal with ASB. Tenancy Services worked closely with the Public Protection & Anti-Social Behaviour (PPASB) and Legal Teams to combat ASB and ensure the robust and proportionate management of cases
- c. confirmed that there were 72 open ASB cases within Tenancy Services as at the end of June 2023
- d. reported that there were 53 ASB cases open for noise nuisance which equated to 74% of all open ASB cases. Most of the complaints received were noise related. Ten cases (14%) were currently open for verbal abuse/harassment/intimidation and/or threatening behaviour. Four cases (6%) were open for other general tenancy breaches. Two cases (2.8%) were open for pet nuisance. One case (1.4%) was open for physical violence. One case (1.4%) was open for drug related activity and one case (1.4%) was open for litter/fly-tipping
- e. added that there were six notable cases as outlined in 3.4.1 of the report
- f. highlighted that Tenancy Services were undergoing a review of its ASB management with the purpose of obtaining the HQN ASB Accreditation. The review was almost finalised with a decision due within the next month
- g. invited comments and questions from Members of the Committee.

Members discussed the content of the report, commented, asked questions and received relevant responses from Officers as follows:

Question: How far back did the figures go?

Response: Figures contained within the report were indicative of the number of cases at June.

Comment from Donald Nannestad, Portfolio Holder for Quality Housing: It would be useful to include cases that concerned non-council properties to provide a useful comparison. Figures to demonstrate the comparison between private housing compared to Council housing.

Response: A comparison between both housing sectors would be provided in numerical format to Members, further to the meeting.

Comment: The information at paragraph 3.2 of the report was the total number of open ASB cases. It was possible that there could be ten complainants to one case. The data demonstrated the cases, not necessarily the resources that had gone into it.

Question: Were figures for ASB contained within the Lincoln City Profile?

Response: Information on ASB was held by the Public Protection & Anti-Social Behaviour (PPASB) Team.

Question: How were non-Council tenant complaints about a Council tenant resolved?

Response: The report contained information about Council tenants. Non-Council tenant complaints would be included within figures from the PPASB Team that went to Performance Scrutiny Committee.

Question: ASB cases concerning pets and animals seemed low. Was it the case that people had not reported them?

Response: Yes. Individuals may not have reported ASB complaints about pets and animals.

Comment: Information contained within the report were ASB issues. It may be that there were complaints that weren't ASB complaints. The report highlighted issues that had been reported to the Council, not necessarily the Police.

Comment: Officers took time to identify the data. Consideration was given to common themes and particular areas. Data consideration may result in the identification of a reason for a common theme, e.g. a new tenant. The Council used the data to try and improve services.

Comment: Individuals affected by ASB were required to record a diary of events. Had consideration been given to methods of recording incidents by way of diary, online?

Response: Officers would investigate and provide feedback to Members, further to the meeting.

Comment from Donald Nannestad, Portfolio Holder for Quality Housing: An Officer from the PPASB team responsible for the investigation of a complaint/s, collected diaries every two weeks.

Comment: Consideration of people's use of CCTV camera equipment was useful. It may also be beneficial to consider tenants' use of CCTV equipment within the communal areas policy.

RESOLVED that:

1. Additional information be provided by Officers in relation to:
 - A comparison between ASB cases relating to non-Council tenants and Council tenants to be circulated, in numerical format, to Members.
2. The content of the report be noted.

21. Downsizing Policy Update (Verbal Report)

RESOLVED that this item be deferred to the next meeting of the Housing Scrutiny Cub Committee to be held on 2 November 2023.

22. Repairs Policy Update

Amy Larder, Maintenance Manager:

- a. presented Housing Scrutiny Sub Committee with a report to detail the changes and updates made to the Repairs Policy since its previous review in 2017
- b. added that the key areas for clarification were on fencing, specifically guidance on replacements and the tenant responsibility for maintaining installed fencing. Other key alterations included responsibility to include maintenance of ventilation to the property and the cleaning/clearing of air vents by tenants
- c. confirmed that the Repairs Policy aimed to identify within the provision of the Housing Act 1985 (amended) the tenants right to repair and identify the repairs that the CoLC were responsible for and those of which tenants were responsible for within the terms and conditions of their tenancy agreement
- d. reported that the policy looked to provide key information on service delivery, information on services provided by CoLC and how to report a repair
- e. highlighted that the items added to the policy within the tenants' responsibilities were detailed at paragraph 4.7 to the report
- f. added that the Policy had been reviewed and updated by HRS, the Investment Team and in consultation with Lincoln Tenants Panel
- g. invited comments and questions from Members of the Committee.

Members discussed the content of the report, commented, asked questions and received relevant responses from Officers as follows:

Question: Who was responsible for repairs on enclosed porches? Was that the responsibility of the Council or the tenant?

Response: Some areas had been enclosed by a previous tenant that should not have been. They were not classed as a habitable space. The CoLC were responsible for canopies. Areas would be referred back and then maintained from there.

Question: Would it be more appropriate for the bleeding of radiators to be a Council responsibility rather than a tenant responsibility? If radiators were not bled correctly, it could result in the loss of heating and hot water.

Response: The Council would be responsible for a boiler issue that resulted in no heating.

Question: Could Officers provide some clarification around the provisions for textured ceilings and walls?

Response: Textured ceilings and walls in good condition would only be removed at the point where a repair was needed to them. If either were already in situ, it would not present a problem, however tenants were not to install any.

Comment: Should radiators come under the service per year to be checked and removed from the tenant's responsibility. A tenant should report if a radiator was not producing heat effectively.

Response: There were DIY videos that would accompany the Repairs Policy in order to aid tenants with the tenant's responsibilities.

Question: When were DIY videos planned to be rolled out?

Response: The videos were planned to accompany the Repairs Policy update on the website.

Comment: Referred to electrics within the home. Changing a fuse should be a Council responsibility only.

Response: Fuses were for individual appliances only. The Council would not expect a tenant to change a fuse on a fuse box.

Question: If there were a vulnerable tenant, disabled or elderly, and there was wear and tear on the toilet seat, would the Council replace it or would they help them to renew?

Response: There was a section for vulnerable tenants and this was where discretion would be exercised. Each case would be considered on an individual basis.

Question: Could Officers provide clarification on the 16 days difference between 12 weeks for schedule repairs and the 100 days stated?

Response: The figure of 100 days was included as a rounded figure. Repairs were scheduled within the twelve-week planning period. The 100-day target related to how IT systems were set up.

RESOLVED that Members agreed the contents of the report to progress to Executive for formal approval.

23. Work Programme - 2023/24

The Democratic Services Officer:

- a. presented Housing Scrutiny Sub Committee with the Work Programme for 2023/24 as detailed at Appendix A to the report
- b. advised members that a draft work programme for 2023/24 had been circulated to the Chair and Vice/Chair of Housing Scrutiny Sub Committee and the Chair/Vice Chair of Lincoln Tenant's Panel for individual input/comments prior to the first meeting of the new Municipal Year ready for use as a working document.

RESOLVED that:

1. A report on the timescale for scheduled repairs be presented to Committee in March 2024.
2. An update on the Downsizing Policy be deferred to the next committee meeting on 2 November 2023.

The content of the work programme be noted.

24. De Wint Court-Post Implementation Review

Andrea Ripley, Housing Strategy Officer:

- a. presented Housing Scrutiny Sub Committee with a report to outline the Post Implementation Review (PIR) findings of the delivery of De Wint Court Extra Care facility, following handover from the developers in March 2022
- b. added that In July 2016, Executive approved, as part of the Housing New Build Strategy, to consider a detailed appraisal of options for the refurbishment or redevelopment of De Wint Court, a 37 unit supported scheme
- c. confirmed that following the open procurement exercise in the summer of 2019, ESH Construction Limited were awarded the contract to build De Wint Court with an anticipated build time of 80 weeks
- d. reported that there were delays to the delivery of the scheme due to the Covid-19 pandemic restrictions. The availability of materials and labour impacted delivery substantially with a 41-week extension to the contract
- e. highlighted that De Wint Court was handed over from the contractors at practical completion to City of Lincoln Council on 11 March 2022
- f. added that the findings of the post implementation review could be seen at Appendix 1 to the report
- g. reported that the scheme had achieved the scope to deliver a 70-unit extra care facility within the budget allocated. Lessons learned had been captured as detailed within Appendix 2 to the report
- h. invited comments and questions from Members of the Committee.

Members discussed the content of the report, commented, asked questions and received relevant responses from Officers as follows:

Question: Had all units been taken?

Response: Yes. There were a small number of voids due to the nature of the scheme however all units were signed up as of October 2022.

Question: Could Officers share an update in regard to the onsite hairdressing salon?

Response: A meeting had taken place with a working hairdresser. There had been interest in the lease however, the original design included three hair wash basins. One of these basins was being replaced with a forward-facing hair wash basin for ease of use for wheelchair users and another basin would be removed

to enable a clear view to the mirror whilst hair was being cut. This work was being progressed and once completed, the hairdressing salon would be ready to let.

Comment: There were lessons to be learnt in every scheme.

Question: Would the building benefit from full staff cover?

Response: Staff cover should be 07:00-22:00. Any absence of staff could be attributed to sickness. Comments regarding staffing would be fed back.

Question: Should the situation arise, was there provision for a tenant to complain to the Council regarding the Service Charge?

Response: Yes. The right to reply on the level of service charge was lawful.

Comment: A percentage of the staff charge was covered by the Council. It was a very good scheme and feedback received from residents had been very positive.

Question: The rent breakdown included an element for void properties and rent arrears. Why was this?

Response: Rent breakdowns were important to demonstrate transparency. It was not uncommon within the sector to include an element for void properties. The advice of the finance team was sought and acted upon.

Question: Would the Council consider another building similar to De Wint Court?

Response: Future buildings would be dependent on demand. The Council worked with Lincolnshire County Council (LCC) and would need to consider available land.

Comment: LCC would approach CoLC and request involvement. The additional care package that LCC provided was expensive however, the idea was that we kept people within the community, rather than hospital.

Comment: It was positive to hear that the hairdressers had progressed as it had been a year.

Response: The end of defects had been concluded. The list was set and contractors had been back for the last couple of weeks. They were also scheduled to come back next week.

Comment: There had been the advertisement of a unit on Home Find. It was important to be careful with advertisement of units due to the nature of the residents within the building. It needed to be monitored carefully.

Response: The building was accessible with secure areas that needed a key fob to gain entry.

RESOLVED that the contents of the report and associated appendices be noted.

25. Exclusion of Press and Public

RESOLVED that the press and public be excluded from the meeting during consideration of the following item(s) of business because it was likely that if members of the public were present there would be a disclosure to them of

'exempt information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

26. De Wint Court- Post Implementation Review

Andrea Ripley, Housing Strategy Officer, provided members with details of the De Wint Court financial revenue income and expenditure.

RESOLVED that the verbal update be noted.

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Lincoln Tenants Panel (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:

LTP continue to hold quarterly meetings with the Voids Team Leader reviewing void inspections and targets. We have increased the number of voids we are inspecting and are pleased to confirm they have all, again surpassed our standards. We have now moved to completing the forms using a digital format to enable the Voids Team Leader to access information immediately. We are continuing to hold further discussions with the Voids Team Leader to establish how we can conduct multiple void inspections with limited disruption to the team.

The Complaints Review Group continue to hold quarterly meetings – We have no further updates relating to complaints. The Anti-Social Behaviour (ASB) Working Group have recently reviewed and tenancy services have implemented our recommendation, we are pleased to confirm City of Lincoln Council (CoLC) has been awarded the ASB accreditation.

The Schedule of Repairs (SOR) Working Group have again received positive information relating to performance with repair timescales. A detailed action plan to enhance and increase the SOR programme on Facebook together with a link in to the calendar has been rolled out. LTP have reviewed the kitchen and bathroom work programme, attended our final 30-year business plan workshop and estate regeneration workshops – we have worked with the Resident Involvement Manager to help create a set of questions to form part of the tenant wide consultation delivered in August and reviewed responses/feedback.

The Investment Working Group are currently reviewing the communal door replacement programme and in the process of creating a satisfaction survey.

LTP have attended virtual training courses on the impact of the Tenant Satisfaction Measures (TSM's) and consumer standards and joined a virtual council tenants forum. LTP continue to represent COLC at Association of Retained Council Housing (ARCH) and Social Housing Quality Resident Panel.

Thank You!

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HOUSING SCRUTINY SUB COMMITTEE

2 NOVEMBER 2023

SUBJECT:	HOUSING REVENUE ACCOUNT BUSINESS PLAN 2024/54
DIRECTORATE:	HOUSING AND INVESTMENT
REPORT AUTHOR:	PAULA BURTON, HOUSING STRATEGY & INVESTMENT MANAGER
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1. Purpose of Report

- 1.1 This report presents the long-term Housing Revenue Account (HRA) Business Plan for 2024/54. It introduces the 30 year business plan that sets out the Councils intentions of what we want to achieve over the next 30 years.

Housing Scrutiny Sub Committee (HSSC) is asked to note the contents of the HRA Business Plan for 2024/54 and the strategic workstreams that are included in the plan.

2. Background

- 2.1 Lincoln is a successful city and demand for housing is expected to grow over the life of this business plan. The Council retains 7,800 homes, which represents approximately 20% of the city's total number of domestic homes. In addition, we also manage and maintain 1,235 council garages.

- 2.2 These 7,800 properties comprise of 3,513 Houses, 3,008 Flats, 547 Bungalows, 259 Maisonettes and 6 Bedsits. The Council also has 467 homes for older persons.

The Council employs over 280 staff in its Housing Directorate with a range of professional backgrounds and technical skills to fulfil its role as a landlord and custodians of the City's housing stock.

- 2.3 All Councils with 200 or more council houses are required to have a Housing Revenue Account.

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.

- 2.4 The HRA Business Plan sets out the income and expenditure plans for the delivery of council housing in Lincoln. The Plan and associated budgets will be reviewed and monitored annually. A five-year business plan was reviewed and approved in February 2023. However, it was apparent that a number of strategic workstreams that needed to be included in the plan (i.e. Additional Homes, Decarbonisation, Estate Regeneration) could not be planned for or delivered within a five year timeframe, so the decision was taken to develop a new long-term (30-year) business plan that would allow sufficient time and investment to deliver these long-term goals.
- 2.5 The Council's goal was to undertake a full strategic review during 2023, with the aim of having an updated 30 year 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.

3. The HRA Business Plan 2024/54

- 3.1 The HRA Business Plan is attached as Appendix A. It demonstrates the HRA's current situation and outlines what the aims and expectations are for the 30 years from April 2024. This also includes the financial assumptions and projections during the lifespan of the plan.

4. Proposed Timetable/Next Steps

- 4.1 Executive – 20 November 2023

5. Strategic Priorities

- 5.1 Let's drive inclusive economic growth

The Housing Revenue Account invests over £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 280 people in the Directorate of Housing and Investment 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 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 an estate regeneration review of all ten housing estates, in order to better understand the individual position for each neighbourhood. In addition, we completed an option appraisal for two high-rise blocks together with a review of older persons accommodation to ensure they are fit-for-purpose. The results of these reviews will inform our investment decisions over the life of this business plan.

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.

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 for the HRA Business Plan to get the approval of the Executive Committee would have a detrimental impact on the delivery of housing services in Lincoln.

8. Recommendation

- 8.1 Housing Scrutiny Sub Committee is asked to note the contents of the HRA 30 Year Business Plan and support the report and Business Plan to proceed to Executive Committee.

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? 1

Lead Officer: Paula Burton, Housing Strategy and Investment Manager

Paul Hopkinson, Senior Housing Strategy Officer

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City of Lincoln Housing Revenue Account 30-Year Business Plan 2024 - 2054



CITY OF
Lincoln
COUNCIL

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Foreword

Welcome to this document which sets out the City of Lincoln Council's ambitions for its housing stock for the next 30 years.

The City Council has been providing much needed affordable quality homes for the people of Lincoln since 1920 when we completed our first properties in the north of the City. We are proud of our housing and passionately believe in the positive influence, good quality, affordable housing has on people's lives.

We currently have a housing crisis throughout the country with an acute shortage of affordable housing.

This housing crisis includes the City of Lincoln and is an immensely challenging situation. Rising inflation, increases in interest rates, the cost of living crisis, changes in the private rented sector and the effects of the war in Ukraine have simultaneously changed the world we operate in.

We must play our part in addressing climate change and the strategy presented here complements our existing actions in response to the climate and environmental emergency declared by the City Council in July 2019.

We must also respond to changing national legislation and guidance and in particular the regulations brought in to ensure that the tragic events of Grenfell never happen again.

This document sets out the next phase of our journey and although difficult times lie ahead, we have plans to address what is ahead of us.

We will provide more housing and we will ensure our housing stock management dramatically reduces its impact on the environment. We will invest in and improve our existing estate areas whilst at the same time strive to improve our services for our tenants.

Our mission is to provide good quality housing which meets the varied needs of our residents and to do this we have developed a set of ambitious goals. The City Council's strategy, Vision 2025, sets out our aspirations to deliver a fairer more prosperous place to live and work for our residents, and delivering good quality housing and neighbourhoods is central to this goal.

This 30-year business plan describes our long-term commitment to deliver real improvements to the city's council housing stock and surrounding neighbourhoods and to do this we have identified four main objectives: -

- **Core Housing Services** - Tenants consistently place core housing services such as repairs, caretaking and landscaping as their number one priority and we will work to ensure that Lincoln is ranked amongst the country's top performing social landlords.
- **New Homes** - Our plans to build, acquire and enable the development of 1,700 additional homes over 30 years means that we will reduce homelessness and provide a greater choice of places for people to live.

- **Estate Regeneration** - Our plans to regenerate estates means that we will tackle problems like parking, crime and anti-social behaviour by improving the urban landscapes (the look and feel) of our streets and neighbourhoods.
- **Decarbonisation** - Our plan to achieve an energy performance rating of C for all our council housing properties by 2030 means that we will protect the environment by reducing our carbon footprint and making homes cheaper to run for residents.

In conclusion, I wish to place on record our deep appreciation for the tenants and for our staff who work so hard to provide supportive communities, homes and services to our tenants and their families. Thank you also to the many people who have contributed to this document and I look forward to delivering the plan with you all.

Donald Nannestad. Portfolio Holder for Quality Housing and Deputy Leader of the Council.

October 2023.

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1. Introduction

The Housing Revenue Account (HRA) is a ring-fenced 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 such as repairs and maintenance, landscaping and caretaking to council housing tenants or leaseholders or to fund the development or acquisition of new council homes or other related capital projects.

The HRA Business Plan was last reviewed and updated in spring 2023 and this review aims to provide an updated long-term HRA Business Plan written and approved for the 2024/25 financial year.

This Business Plan is our strategic plan for managing and maintaining Lincoln's council housing properties and estates. It also sets out how we will provide housing services to support our tenants, and their families, to live in well maintained and sustainable homes, which will be safe, secure, and of a high quality. It sets out our short to medium term plans and priorities for the housing service. The strategic objectives set out within the plan, will influence our longer-term (30 year) plans for financial planning and investment into our existing council housing and for the provision of new homes.

At the heart of the plan is our desire to provide quality housing and to make our neighbourhoods, clean, green and safe. Our aim is also 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.

Over the last decade the social housing sector has seen significant challenges including the impact of rent cuts imposed by central government, political uncertainty, increased demand for social housing, the focus on increased fire and building safety measures and the surge in operational cost inflation caused by international conflicts. This has combined to create a difficult operational environment.

However, the abolition of the previous borrowing cap allows flexibility to develop longer-term solutions to address these challenges and for us to help deliver our housing goals.

Within this plan, we consider the current investment needs of our homes, recognising our ambitious plans to regenerate our estates and develop and acquire additional affordable homes.

The finance section describes the key assumptions we have made to develop the financial model. These assumptions form the basis of our long-term plans and demonstrate how we can grow surpluses that will enable sustainable investment in our homes and neighbourhoods.

2. City of Lincoln Corporate Vision and Objectives

Lincoln's Vision 2025 sets out what the Council 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 complements Vision 2025 and the City of Lincoln Housing Strategy's aspirations and sets out the financial assumptions and planning to deliver those aims. The HRA Business Plan commits 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 stock.
- Deliver major repair and component replacement programmes to the stock.
- Invest in new homes.
- Increase the supply of housing to tackle homelessness.
- Invest in the delivery of new affordable homes for rent.
- Review HRA assets to maximise their effectiveness and efficiency.
- Improve the quality of neighbourhoods.
- Supporting the Council's goal to achieve net zero carbon by 2030.

This Business Plan provides an overarching framework that sets out how we will deliver these objectives. It also provides a prudent financial base for the delivery of specific services and goals that are set out in greater detail in the associated Housing Strategy and Asset Management Strategy.

3. National and local context

3.1 National factors affecting the HRA

The period from 2016 has seen the country face many challenges as it strives to cope with; changes to the political landscape. The period from 2022 has seen significant uncertainty, with economic challenges and political changes at home and a war in Ukraine. This section describes some of the national factors that influence Lincoln's HRA Business Plan.

Social Housing (Regulation) Act 2023

A Charter for Social Housing Residents

The Government's new Housing Bill received Royal Assent on 20th of July 2023. The aim of the Act is to deliver 'transformational change' for social housing residents to empower residents, provide better redress, better regulation, and improve the quality and safety of social housing. Key provisions include:

- Making safety, transparency, and energy efficiency part of the Regulator of Social Housing's fundamental objectives.
- Enable the Regulator to set standards for the competence and conduct of staff working for registered providers of social housing.
- Giving the Secretary of State the power to introduce new requirements for registered providers relating to health and safety measures.
- Regular inspection of registered providers with specific focus on economic regulations and tenant satisfaction measures.

The introduction of the Act is already having a direct impact on the governance and operational service delivery of Lincoln's council housing service. The Act contains a charter that sets out seven commitments that residents should expect from their landlord: -

1. To be safe in your home.
2. To know how your landlord is performing, including on repairs, complaints, and safety, and how it spends its money.
3. To have complaints dealt with promptly and fairly, with access to an Ombudsman.
4. To be treated with respect, backed by a strong consumer regulator, and improved consumer standards for tenants.
5. To have your voice heard by landlords.
6. To have a good quality home and neighbourhood to live in, with your landlord keeping your home in good repair.
7. The Government will ensure social housing can support people to take their first step to ownership.

The Act also promises a range of other measures and reforms, each of which is relevant to the City of Lincoln Council:

- A reformed Regulator of Social Housing with new reactive and proactive consumer regulation.

- The Regulator to inspect organisations with over 1000 homes at least once every four years to review compliance with the consumer standards.
- A strengthened housing ombudsman which allows tenants easier access and speeds up complaint resolution as well as new quarterly webinars for residents on insight reports about complaints data learning points and case studies.
- A series of key performance indicators that landlords will be required to report against with proposed satisfaction measures on repairs safety, complaints engagement and the neighbourhood management. Landlords will also be required to report on executive pay and how they spend their money.
- A new accountable person for safety and consumer standards within each landlord.
- An expectation the tenant should be able to access key information from their landlords.
- An intention to tackle antisocial behaviour by clarifying the roles of different agencies and signposting who can support residents.

The requirement that 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 must be implemented.

The Council will continue to be proactive and feels the Act builds on some of the initiatives we have already taken and will help to continue to strengthen our future service delivery. We have also introduced actions to ensure that the new data is being collected and will be first published in April 2024.

Damp and Mould

Damp and Mould in housing is of concern nationally and the Housing Secretary has written to all councils and social housing providers instructing them to declare details of damp and mould issues affecting properties and how it is being tackled.

Many of our homes are older and could suffer from condensation or a lack of ventilation leading to mould problems. During 2023 we have reviewed and updated our property standards and operating procedures to ensure they meet the needs of tenants and our obligations as a landlord.

Decent Homes 2

The original Decent Homes Standard was introduced in 2000, it set a minimum standard that all social landlords had to meet by a target date of 2010. The Government is now working to update the Decent Homes standard and plans to deliver an updated set of standards that all social houses must meet.

We have previously developed a 'Lincoln Standard' which goes beyond the original Decent Homes standard and we will review and update this standard early in 2024 in line with published updated standards.

Cost of Living Crisis

The impact of the global economic situation as a result of international conflict and increased inflation has materially altered the outlook for the UK economy and increased uncertainty

over what may happen next. 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.

We subsequently increased rents by 6.5%, this equates to a real-term reduction in resources, which could affect the long-term financial sustainability of the HRA and impact investment decisions.

Building and Fire Safety

Following 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 Act and the Fire Safety Act. The Fire Safety Act received royal assent in April 2021 and the Building Safety Act received royal assent 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 recruited specialist fire safety expertise to provide professional guidance 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 low 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 Act. 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.

Government Home Ownership Products

The Government has introduced Home ownership products to promote home ownership for first time buyers. This includes Help to Buy schemes and First Homes. The risk for Lincoln is that these schemes will encourage tenants to buy their council homes (especially modern or new build properties) at a time when the Council is looking to increase the number of Council homes.

Right to Buy Receipts

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%.

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 other Council Funds. 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.

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 consulted on the introduction of a second cap on rents which resulted in limiting the annual rent increase in social housing to a maximum of 7% in 2023/24. With sector inflation running at 11.1% (in September 2022) this means that the HRA saw a substantive reduction in income as rent levels during the period did not keep in line with sector costs.

From March 2018 Lincoln Council became a Universal Credit (UC) full-service area which meant any working age person/couple making a new claim for Housing Benefit, Employment and Support Allowance, Income Support, Job Seekers Allowance or Tax Credits would apply for UC. From September 2023 Department for Works and Pensions (DWP) will begin managed migration for customers on Tax Credits only, with a view of completing managed migration for all working age customers by December 2028. The introduction of UC has brought changes to the rental profile of our tenants as shown below: -

- 25% are in receipt of full housing benefit
- 10% are in receipt of partial housing benefit
- 36% are in receipt of Universal Credit
- 29% do not receive any of the above

**Data in December 2022*

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

Coronavirus 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 was 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 as more desirable.

The situation has not yet returned to normal and many of our contractor and supply chain partners 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 European Union

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 continue to notice the effects of Brexit on the HRA:

- Imports from the EU have been disrupted by the new border formalities, 60% of construction materials and 80% of softwood comes from the EU and our exit has led to shortages of goods and materials and higher costs.
- Brexit has led large numbers of EU workers to leave the UK, which in turn has led to shortages of skilled labour in the construction and maintenance sectors, HGV drivers etc.
- It is now more difficult to recruit staff with more job vacancies.
- Prices for goods, services, and utilities continue to rise, for example the National Federation of Housing (NATFED) estimate that repairs and maintenance costs have increased by 16% in the 12 months from April 2022 to March 2023.

Radon

The health risks associated with radon gas in houses is an emerging theme for social landlords. Radon is an odourless colourless radioactive gas that is everywhere both inside and outside homes. We are currently assessing any potential risk to our tenants and preparing a Radon Management Plan. Once the risks and the required remedial works have been identified they will be programmed into our property investment programme.

3.2 Local factors affecting the HRA

It is important to understand the local context and its impact on shaping and influencing long-term planning and the delivery of housing services and associated projects. The following section provides an insight into the city's socio-economic make up and the local demand for social housing.

Socio-economic Factors¹

Population

Lincoln has a population of 103,813 people and its population has grown by 1% per annum since 2011, which is almost double than the national growth rate. According to the latest population projection Lincoln's population will only slightly increase by 2043. It should be noted that the data for the projected population in Lincoln is based on the 2018 year. This is currently the latest available data provided by the ONS but does not fully capture the impact of recent events such as Covid and Brexit.

Lincoln has a younger profile than England, generally the population of Lincoln is relatively younger than the national average, with the exception of the 0-14 age group which is smaller in Lincoln (15.2%) than England's average of 17.4%. Furthermore, analysis shows broadly similar growth rates in each age group for the city between 2011 and 2021. These growth rates differ to England's growth rates, particularly in the younger age groups. The 15-24 age group has fallen by 4% across England between 2011 and 2021, and the largest increase in all age groups is the 65+ age group, which grew by 20% in this period. This suggests that the City of Lincoln's population remains relatively young in contrast to the national trend.

Our analysis regarding population projection suggests that the population of Lincoln is forecast to age. By 2043, the 65 and over age group is forecast to grow in population by 47% between 2021 and 2043, which is the highest projected population growth rate of all age groups. Whereas the 0-14, 25-44 and 45-64 age groups are projected to decline by 2043. The 15-24 age group is projected to grow at a slower rate, which is likely linked to the presence of University of Lincoln, attracting people of student age. Some of these trends are broadly in line with the national trends; however, the 0-14 age group saw a less significant fall in its population across England. The 25-44 and 45-64 age groups grew slightly in contrast to the negative growth rates in these groups in Lincoln. This analysis suggests key implications for future housing needs in Lincoln with increased demand for specific housing typology more suitable for older people.

Employment

The proportion of people in employment in Lincoln has fallen by 3.6% from 2011 to 2021. Comparing this to the proportion of unemployed people, the rate has fallen by only 0.4% between 2011 and 2021. However, the proportion of economically inactive people in Lincoln has increased by 11.1%. Overall, the proportion of economically active people who are in employment amounts to 57.3%. The proportion of economically inactive people amounts to 41.9%. This is partly attributed to the student population that is present in Lincoln and the economic effects associated with the Covid-19 pandemic and the lockdown restrictions which have caused a downturn in the economy and reduced economic activity across the country due to long term illness.

¹ Lincoln City Profile, ONS, Census 2021, Source Savills Estate Regeneration Review 2023

The total number of jobs in the City of Lincoln amounts to 57,000 in 2021, according to Business Register and Employment Survey (BRES) (2023), with jobs increasing by 7.5% since 2011. Employment in Lincoln is predominantly focused on health, retail, and education.

Approximately 12,000 jobs out of 57,120 jobs in Lincoln are in the health sector in 2021, which represents 21.1%. and has grown at the fastest rate between 2011 and 2021. Retail experienced the largest decline in the employment share between 2011 and 2021, which is presumably related to the economic effects of the Covid-19 pandemic and the lockdown restrictions associated with it.

The availability of housing will be a relevant factor for organisations who may be considering investing in the city and individuals and families who may be considering relocating to Lincoln.

Educational Attainment

There is an established link between the level of educational attainment and deprivation, with Lower attainment leading to greater levels of deprivation in communities. General educational attainment in Lincoln is similar to England, apart from Levels 3 and 4 qualifications. Lincoln has a lower proportion of people with Level 4 qualifications than England but a higher proportion of Level 3 qualifications than England.

Deprivation

Lincoln was ranked as the 68th most deprived local authority area out of a total of 317 in 2019 and has improved its ranking since 2015 (45th most deprived). The three domains that Lincoln has scored higher in the rankings (less deprived) are in crime, housing and living environment. These three areas have the least weighting on the overall Indices of Multiple (IMD) score. Health remains Lincoln's most deprived domain. Within the city deprivation levels vary. Analysis indicates that the north-eastern part of Lincoln is more deprived compared to the rest of the city. The western and south-western parts are broadly least deprived with pockets of deprivation around the Birchwood area.

Demand for Affordable Housing

Lincoln is a successful city with a growing population. The city is an urban centre located in a predominantly rural county. Property densities within the city boundary are high and there are limited sites to develop new housing developments. Almost all the potential development sites in the city will be constrained by factors such as land contamination, flooding, archaeology, conservation etc. All these factors inhibit potential developments and the city Planning Department estimate that approx. 446 homes will be built in the next three years, with only 0 to 2 of these homes being affordable homes.

The council housing register shows the number of applicants on the city's housing waiting list, who wish to access council housing in Lincoln and these are summarised in the following table.

Table 1

	Band 1	Band 2	Band 3	Band 4	TOTAL
March 2020	100	428	457	412	1,397
March 2021	151	307	666	n/a	1,124
March 2022	250	417	795	n/a	1,463
March 2023	344	438	947	n/a	1,729

In the period from March 2020 to March 2023 the number of applicants on the housing register increased by 23%. Over the same period band 1 applicants increased from 100 to 344 a rise of 244%.

Between March 2020–21, we saw a drop in applications on the housing register. This was due to a policy change which set a residency qualification criteria that had to be met to be eligible. At the same time, we also amended the banding structure, from four bands to three.

Since the policy change, there has been a steady increase of active applications. This is due to a combination of reasons, coming out of the coronavirus pandemic where we were unable to allocate to the general register for a period of time, the cost-of-living crisis affecting private tenants/owner occupiers who can no longer afford their accommodation and also an increase in Private Sector Landlords selling their properties (due to tax changes and climate change regulations) and evicting tenants (following the lifting of restrictions during the pandemic).

Our view is that demand for housing of all types, especially affordable housing in Lincoln will continue to increase.

4. Resident Involvement

We have an active and effective group of tenants that represent all the tenants and leaseholders of our homes and estates. The group is called the Lincoln Tenants Panel (LTP).

We understand and appreciate the importance of working in partnership with our residents 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 Lincoln Council and plays a vital role in ensuring that tenants are fully involved as we shape housing policy. We are committed to working with the LTP to:

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

The Council 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.

The Council have also been consulting with its tenants and the Lincoln Tenants Panel (LTP) to talk to them about the development of the long-term business plan, as their views are fundamental to the development of this document.

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

“This has been an exciting journey for the Lincoln Tenants Panel – we have been involved in the development of the councils 30-year business plan for housing and excited to progress through to the next stage; 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 been consulted in the development of the four strategic workstreams that are central to the business plan, and we look forward to on-going involvement, to help shape the delivery of major improvements to our homes and estates.”

Mick Barber – August 2023

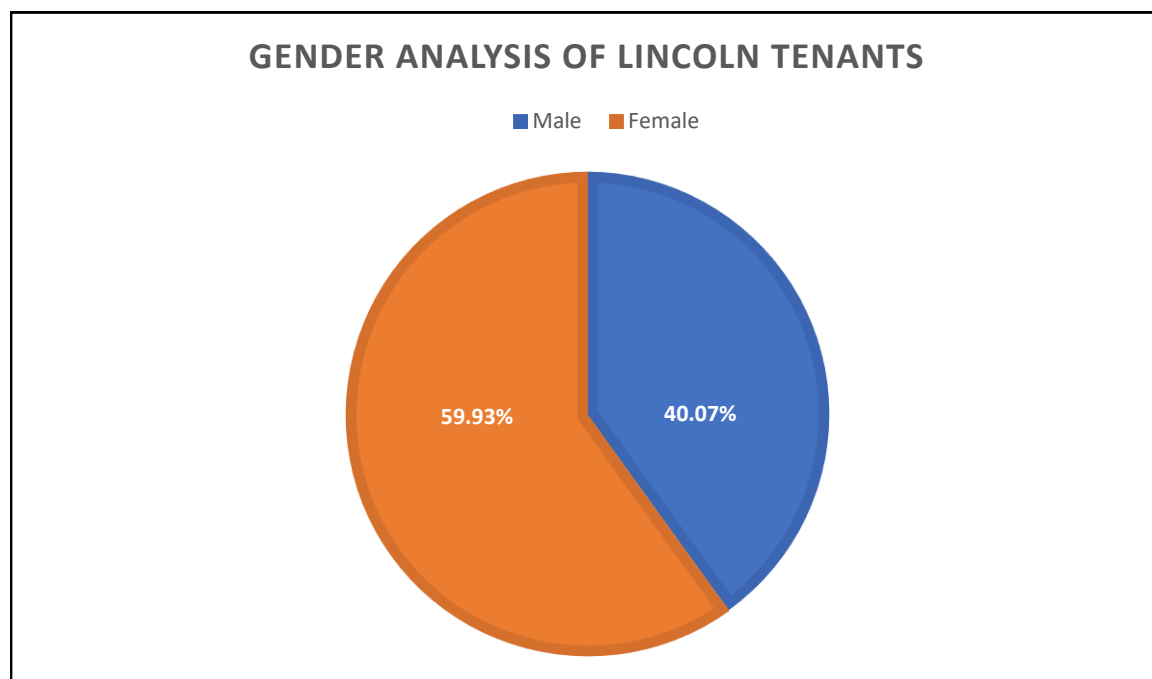
5. Housing Revenue Account Housing Services

Social housing is about much more than just buildings. It includes homes, neighbourhoods and communities and is ultimately focussed on helping tenants and leaseholders to fulfil their potential and live happy lives. It is widely accepted that good quality housing is critical to health and wellbeing, it helps people to stay healthy and provides a base to raise a family, sustain a job, contribute to the community, and generally achieve a good quality of life.

Our goal is to ‘Deliver Quality Housing’ in Lincoln and this section sets out how the HRA Business Plan supports the delivery of housing and housing services to its tenants.

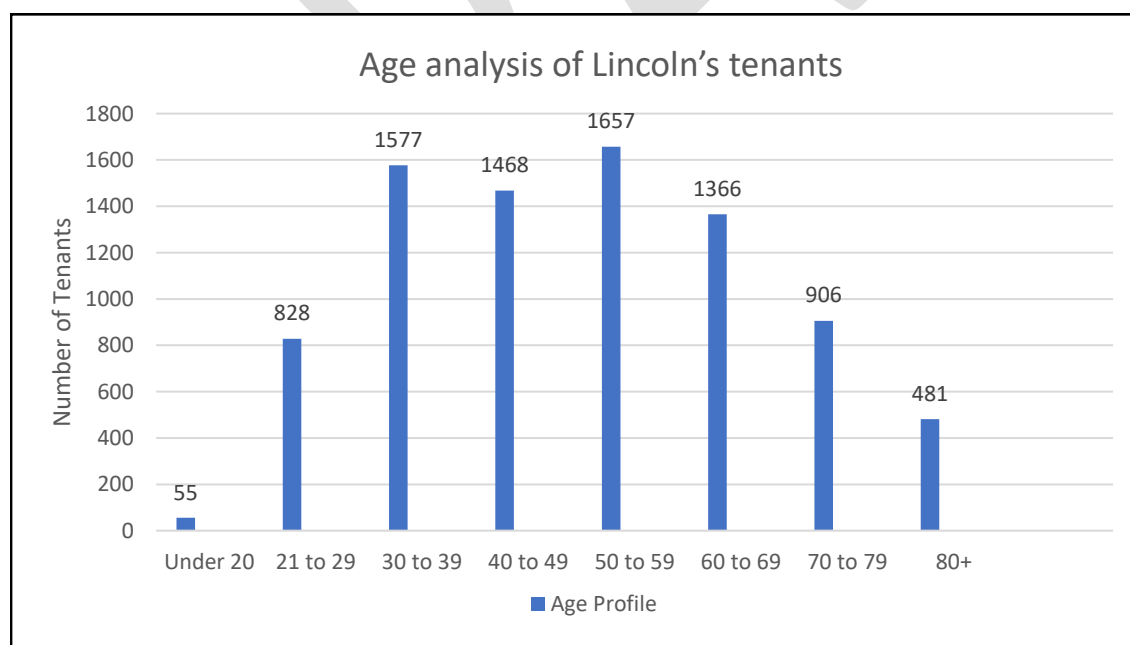
Knowing and understanding our residents is the key to giving them a good service. Our residents are all different and it is important that we understand these differences to tailor housing service to meet their varied needs.

Chart 1



We have 8,327 tenants in Lincoln and this graph shows that females are the largest gender with 59.93% and males 40.07%

Chart 2



This chart shows the age profile of Lincoln's tenants. The 50 to 59 age group has the largest number of tenants (1,657), closely followed by 30 to 39 (1,577) and 40 to 49 (1,468). This

together with the generally ageing population strongly suggests that we should be building more older persons accommodation.

5.1 Housing Revenue Account Portfolio

The Council has a total rented housing stock of 7,800 dwellings. This comprises of 7,333 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, high-rise flats built in the 1960s and a small number of properties of non-traditional construction types.

There are also 1,113 garages, 61 garage plots and 326 leasehold properties. In addition to the core portfolio there are a small number of flats and houses that are being managed as temporary accommodation for homeless households, some as move-on accommodation for former rough sleepers using the Housing First principle and some Local Authority Housing Fund homes that are used for selected cohorts of resettled families.

General needs housing at 31st March 2023

This includes bungalows, houses, flats, and maisonettes. Houses make up the largest proportion with 47.90%, followed by flats with 41.02%, bungalows with 7.45%, maisonettes with 3.53% and bedsits with 0.08%. The following table shows general needs housing by property type and number of bedrooms.

Table 2

	Bedrooms				Totals
	1	2	3	4+	
Bedsit	6	-	-	-	6
Bungalow	323	162	61	1	547
Flat	2,388	605	15		3,008
House	16	1,725	1,613	159	3,513
Maisonette	-	242	17	-	259
Totals	2,733	2,734	1,706	160	7,333

Older persons housing at 31st March 2023

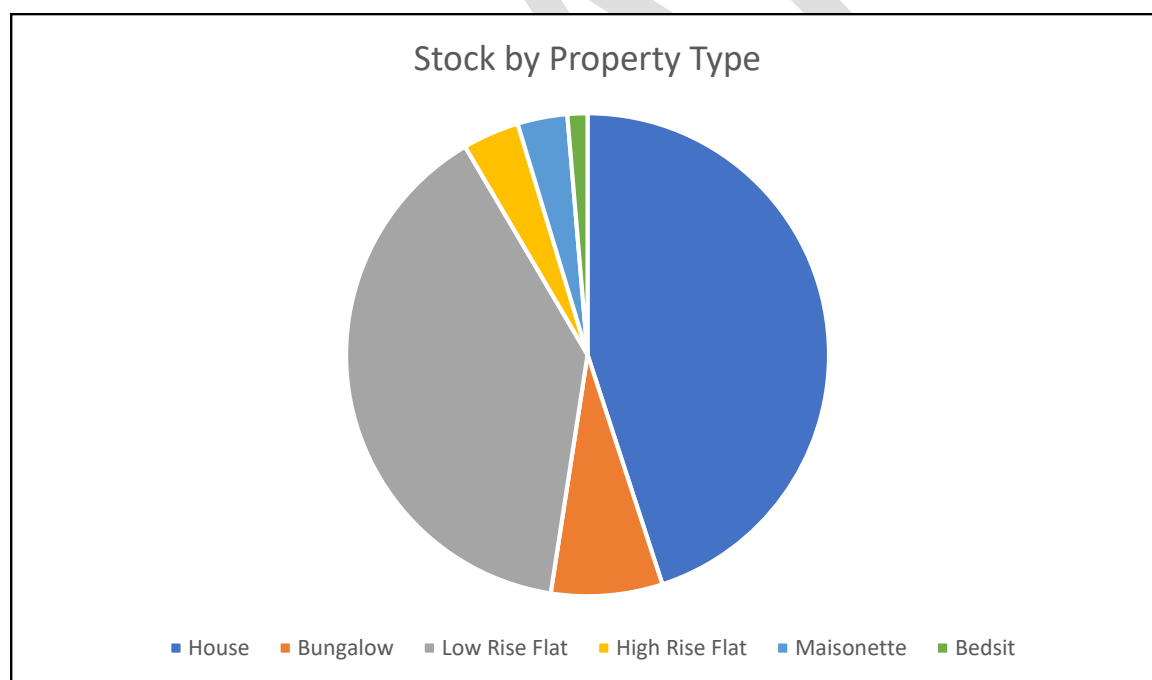
There are 467 older persons properties based in seven sheltered schemes, which are a mixture of independent and assisted living properties. Two schemes comprise bedsitter accommodation, the bedsits are ensuite, however, there is no separate living area. Most of the sheltered accommodation is made up 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.

Table 3

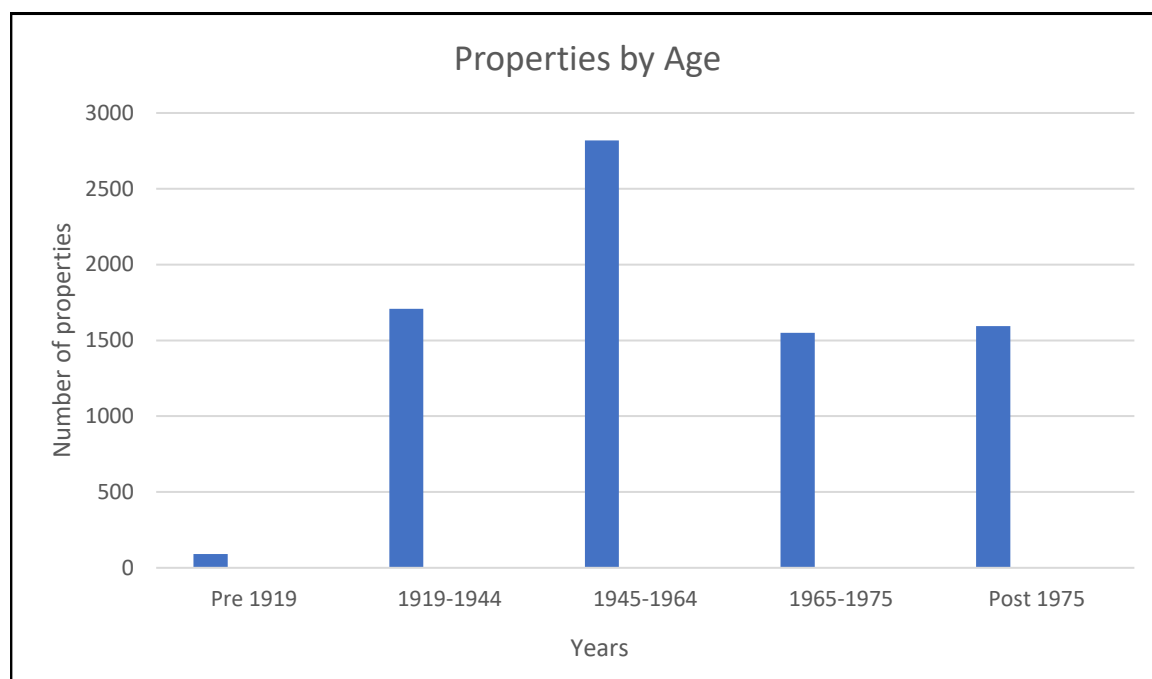
	Bedrooms			Totals
	1	2	3	
Bedsit	104	-	-	104
Bungalow	16	20	-	36
Flat	281	36	1	318
House	-	-	9	9
Totals	401	56	10	467

Chart 3



Houses are the single largest property type with 3522 units (45.16%) closely followed by Flats with 3326 units (42.64%). Bungalows are the third largest property type with 583 units (7.47%), with 259 (3.32%) maisonettes and 110 (1.41%) Bedsits.

Chart 4



This table clearly illustrates the age profile of the housing stock with 6,176 properties (79.2%) being built between 1900 and 1974, with a further 1,624 properties (20.8%) being constructed after 1974.

The age profile of the homes is comparable amongst councils with retained housing stock. It demonstrates the importance of continuous investment in maintenance and improvement works to ensure properties continue to be attractive to residents whilst also maintaining and achieving the Decent Homes Standard.

5.2 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 most recent stock condition data shows that 99.19% of local authority housing stock was compliant with the Decent Homes Standard. This equates to 63 dwellings. 0.81% were classified as not being compliant and the majority of these were awaiting delivery of the identified planned improvement works.

The Council has an Aids and Adaptations procedure that completes adaptations to homes where there is an approved medical requirement for them.

5.3 Maintaining our homes

Maintenance, and Investment

Just over 300 of the Council's homes were built using non-traditional construction methods such as Anglian (26), Arcon (139), Cornish (61), Hawksley (63) and Waites (23). The form

of construction used means that these homes can be difficult and expensive to maintain and expensive for tenants to keep warm.

Table 4

EPC Rating	No. of Properties
A	0
B	94
C	6,462
D	1,237
E	4
F	3

Repairs and maintenance is voted as an important service by Lincoln's tenants and we constantly look for ways to improve the quality and effectiveness of the service. It is important that we increase the proportion of spending on planned work to achieve value for money and provide efficiency savings to reinvest in our homes.

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, reduces Co2 emissions and increases the amount of time operatives have to work on repairs in tenant's homes. It also allows us to plan more effectively and manage stores and materials more efficiently. During 2022-23 we responded to a total of 34,890 repair requests (this includes building and gas repairs), 11,054 (32%) were priority one repairs and 23,836 (68%) were urgent or scheduled repairs. This relates to an average of 4.47 repairs per property for the year.

During 2022-23 the ratio of responsive to planned maintenance was 20.32% planned to 79.68% reactive.

As a landlord we are responsible for Gas Safety, Legionella and Electrical Safety, Fire Safety and Asbestos Management in our properties. We have two teams that work in conjunction with the wider housing teams to ensure our residents are safe and free from harm.

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 2023 was 71.57. The Council is committed to improving the energy efficiency of Council housing, reducing energy costs, and improving thermal comfort for tenants. Over 84% of the council stock has an EPC rating of C or above, placing the thermal efficiency of the housing stock higher than the national average.

5.4 Core Landlord services

Most of the housing teams time and energy is devoted to providing core housing services to our residents. During consultation with all of our tenants this was confirmed as something very important to them. This includes a range of comprehensive services including: -

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

6. Our plans for the next 30 years

‘High quality housing that is affordable and flexible can help people of all situations to grow and achieve their true potential’ -Vision 2025

This section looks forward at our plans to increase the number of homes and improve key housing services.

Lincoln’s Vision 2025 document sets out the council’s plans to deliver Lincoln’s ambitious future and the HRA business plan has been developed to help achieve this goal.

Whilst researching and developing the current five-year business plan, it became clear that a number of the HRA’s strategic objectives would take longer than five years to plan and deliver. For that reason, the decision was made to develop a longer-term business plan to enable planning for the delivery of four long-term objectives, these are: -

1. Develop and improve core housing services
2. Provide additional affordable housing
3. Regenerate estates and neighbourhoods
4. Reduce carbon emissions

6.1 Develop and improve Core Housing Services

Vision 2025 sets out the City's commitment to '*providing housing which meets the varied needs of its residents*' in developing this business plan.

The Government is looking to drive up standards in social housing and has indicated that it is planning several major reforms, each of which will increase the cost of delivering housing services:

1. The Decent Homes Standard (DHS) has played a key role in setting minimum standards that social homes are required to meet since its introduction in the early 2000's. In November 2020 the Government committed to reviewing the Decent Homes Standard and it is currently consulting on what the new standards should be. It is likely that the updated standards will place an increased focus on safety and security and be more expensive to deliver.
2. In parallel to the DHS review, the Government is looking at the Thermal Comfort Criteria for housing and is consulting on raising the Minimum Energy Efficiency Standards to EPC C. We currently have approx. 1,500 properties below EPC C and the new standard would require additional investment.
3. Consultation is currently underway to determine the Consumer Standard criteria that will be used by the Regulator of Social Housing to inspect and audit Registered Providers. Once this has been agreed it could result in additional resources being required to complete work to ensure compliance.
4. The review of qualification and professional training for housing staff and it is possible that they will set minimum qualification levels for all housing staff. This will improve the quality of service by driving up standards. However, the training will need to be funded and higher qualified staff may seek increased salaries. There is also a risk that experienced staff choose to leave the sector as they don't wish to complete the qualifications.

During our consultation with tenants they also advised that the delivery of high-quality housing services such as repairs and maintenance, cleaning, caretaking, grounds maintenance and housing management services is important to them. These areas are often overlooked when developing long-term strategic plans, however, we are determined to ensure that residents voices are heard and that we include their priorities in our future plans.

Investing in our assets

The Council has an annual capital investment programme to make improvements to its stock. Over the next five years we will invest over £59.8m to improve and modernise the housing stock.

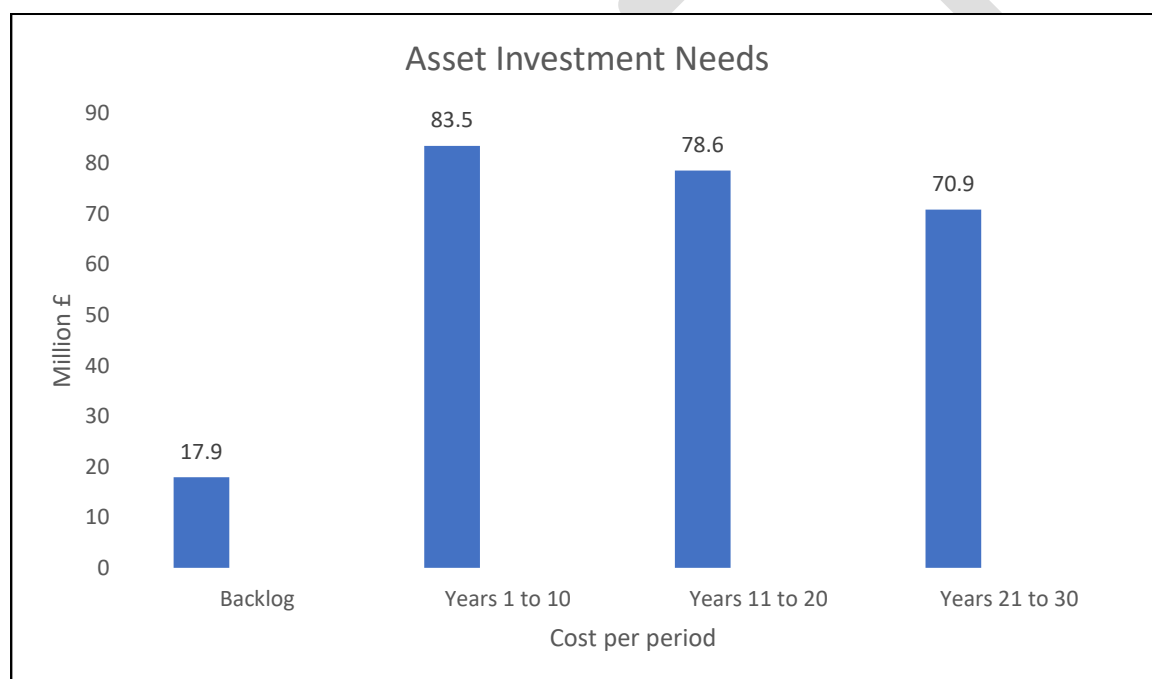
In addition, we estimate that we will spend £53.9m on responsive repairs over the next five years.

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 chart demonstrates the asset investment value needed over the next 30 years in ten-year bands.

Chart 5



*The above costs are based on 2023 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.

The table below shows that we will need to invest a total of £233million modernising our housing stock over the next thirty years, at an estimated average annual sum of £7.77million.

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.

Table 5

Component	Years 1-10	Years 11-20	Years 21-30	Total
	£	£	£	£
Kitchens	25.9m	9.9m	28.3m	64.2m
Heating Boilers	9.5m	14.1m	10.8m	34.5m
Electrical Systems	7.7m	15.5m	4.8m	27.9m
Landscaping and Boundaries	10.2m	9.9m	2.3m	22.5m
Roofs	7.4m	6.7m	6.6m	20.6m
Bathrooms	6.6m	8.1m	6.4m	21.1m
Windows	7.8m	8.1m	4.2m	20.2m
Doors	3.9m	2.5m	4.1m	10.7m
Heating Systems	2.9m	3.3m	2.2m	8.5m
Communal Doors	1.4m	248k	976k	2.7m
Total	83.5m	78.6m	70.9m	233.1m

Our approach to replacing 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. As with the previous table these estimates are based on 2023 costs and have not been adjusted to take account of future inflationary pressures.

The stock condition data, along with lifecycle costing, has been analysed to identify the level of investment required to ensure the authority continues to achieve and maintain homes to 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.

As part of the commitment to develop and improve the Core Housing Services we will:

- refresh resident profile data
- analyse and publish the full results of the tenants survey
- produce any necessary improvement plans based on the results of the survey
- provide support to tenants to help them to sustain their tenancies
- review and update the Lincoln Standard
- improve the energy efficiency of our properties
- Implement testing programme and complete a plan for remedial works regarding radon levels in properties

- procure new grounds maintenance and housing garden services
- produce a training and qualification log for all housing staff
- collect feedback from tenants as part of the Tenant Satisfaction Measures (TSM) process
- replace numerous IT systems into a new integrated system -
- aim to attain top quartile performance across all areas of the Tenant Satisfaction Measures
- develop a progressive transformation plan that will further embed a high-performing, customer centric culture within the housing team

6.2 Delivering New Homes

The Councils Vision 2025 document recognised that a quality affordable home in which people can feel safe and thrive is a fundamental element in creating a positive community and enhancing society as whole.

It commits, as did its predecessor Vision 2020, to do everything possible to meet housing demand and improve standards across all tenures in the city. This means high quality housing that is affordable and flexible, that can help people of all situations to grow and achieve their true potential. The Council recognises that by having a place to call home, people not only feel that they belong in their community, but they are more likely to look after their surroundings, which raises and maintains the appearance of the city.

The Council is the largest landlord in the city and therefore must be cognisant of its role in the local housing market and be prepared to set high standards that will hopefully drive and encourage others to follow.

Our current stock of circa 7800 homes has been reduced dramatically by the requirement to sell its properties under the national Right to Buy scheme (see table below). By its very nature this has dramatically reduced the amount of social rental properties available to the people of our city. Sadly, many of the properties sold under right to buy (est. to be >70%) are now in the hands of private sector landlords and let at market rates and therefore, due to massively increasing rent levels in the city, are not affordable to many individuals and families.

Table 6

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022
RTB's sales for FY Apr-Mar	37	53	62	67	48	57	33	55	51

Recognising this situation, the council has committed in V2025 to:

- Let's provide housing which meets the varied needs of our residents, i.e., increase housing numbers

In terms of the HRA and social housing generally this has been expressed in a target of an additional 400 homes over the period of the current V2025 document.

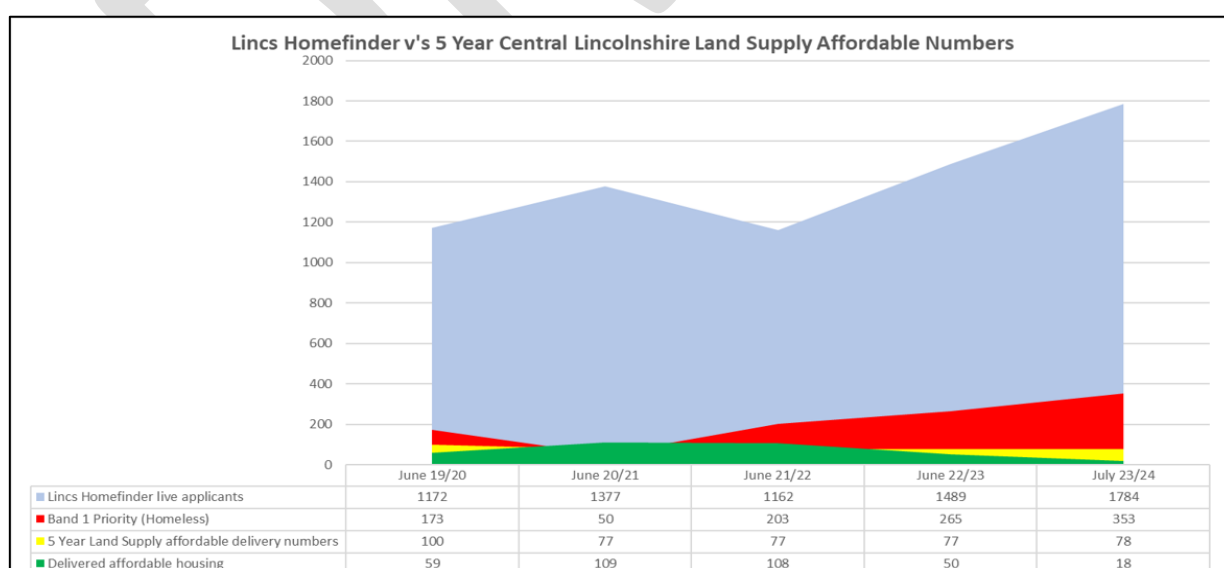
The Council recognises its role and responsibilities to meet housing need and since 2015/16 has provided or enabled over 700 new and additional affordable homes in the city (See table below).

Table 7

Financial Year	CoLC - Acquisitions Open market /Buy backs	New Build purchases or built by CoLC	New Build Other Provider	Total Delivered
2015/16	0	20	21	41
2016/17	0	0	57	57
2017/18	0	23	16	39
2018/19	0	176	79	255
2019/20	34	0	25	59
2020/21	36	20	53	109
2021/22	33	70	5	108
2022/23	8	32	10	50
2023/24 (as of 18.08.23)	7	10	4	21
Total delivered 15/23	122	347	270	739

Although the Council has been successful in delivering additional housing, our local housing market has worsened in terms of demand versus supply over the last few years. Whilst it can only be used as a proxy indicator the councils own housing register now has around 1780 active applicants seeking homes. The following graph shows demand for affordable housing:

Chart 6



This graph demonstrates that we have circa 350 individuals and families in Band 1 (our highest need band), meaning “customers requiring urgent rehousing where the council has a legal duty to consider them for accommodation”. This does however include those already in our stock requesting a transfer to either downsize due to over provision or the opposite to upsize due to under provision e.g. a growing family.

If we were to meet the whole of this need, we would need to provide an additional 350 homes over the next few years. If we equate this to our current year in year delivery it would take approximately five years to provide these homes.

It is clear from our consultation with our elected Members and the Lincoln Tenants Panel that they would like to be more ambitious and deliver additional housing as quickly as possible, whilst also recognising our constraints (see below). Members ranked housebuilding as their second most important priority when measured against the other three priority areas mentioned in the 30-year Business Plan. Members understand the complexity of Lincoln’s current housing market and identify Council intervention as important and playing a lead role in attempting to normalise the situation. Whilst not fixing the local housing market issue alone, it is a positive intervention that may lead to other benefits such as improving energy efficiency generally and driving up standards in the private sector as supply begins to equalise demand.

We must accept that we are operating with some constraints. As a council we have limited land available for development. As house building in the HRA was restricted, the skills to bring forward major sites and large numbers of new homes are not easily accessible to us. Funding can be complex and with the higher costs of development we may need to involve other organisations such as the Homes and Regeneration Agency to bring forward developments that would otherwise be unviable.

To address these constraints, over the next 6 months we will review the entirety of our stock and estate areas and look for opportunities to infill and make use of obsolete or unused space. This may mean removal of existing homes to provide access to previously inaccessible sites. We will also consider building outside of the city boundary, especially where sites or opportunities become available adjacent to our boundary. We will also explore any opportunities we identify to provide additional housing by purchasing buildings and land not currently being used for housing.

We will engage with our partners such as the Homes and Regeneration Agency to maximise the grant available to us to bring affordable/social homes forward. We will also seek other grant opportunities through other Government departments to bring forward specialist housing as we have done in the past with programmes such as RSAP, NSAP and SHAP.

We explore working with our Registered Provider (RP) partners to tap into their professional expertise and development teams.

When funding new homes, our current business model is that any development should where possible breakeven at affordable rent levels (80% of market rent). In recent times we have

supplemented our RTB receipts (returns from house sales) with borrowing for the Public Works Loans Board. We always look to maximise the use of these receipts.

We apply for and draw down any funding that is made available to us by Government agencies such as the Homes and Regeneration Agency. Where required we will add additional resources from the HRA Housing Investment Programme. In applying funding this way, we are assuming that rent debit will service the debt costs, so essentially, we will as previously stated be in a breakeven position. In practice each development will be proceeded by a viability assessment which will also determine if the council should be charging an affordable or social rent.

We are committed to providing homes people need over the term of this business plan.

1. We will scrutinise the findings of the housing needs assessment being completed in 2023 to ensure that we are developing and acquiring properties that are in line with the current and future needs of the city's population.
2. Each year, we will, ensure that as a minimum there will be no net reduction in the number of homes in our stock. Based on current RTB loss figures we will build or buy a total of 1,700 properties over the life of this business plan which is an average of 50 properties a year.
3. Over the next ten years we will provide enough homes to reduce the number of applicants in Band 1 of the Housing Register by 75%. This would be an initial delivery target of circa 260 additional homes at an average of 26 per year.
4. We will review these targets year on year to take advantage of new opportunities that are presented to increase our stock but, also to continually understand what our Band 1 requirement looks like.
5. We will use a variety of approaches and opportunities to increase our stock: -
 - We will establish what level of market housing needs to be developed on HRA land to make the site viable (in term of infrastructure etc). These include the sites at Western Growth Corridor and Queen Elizabeth Road.
 - We also have several other development sites such as Searby Road and Tentercroft Street that could be used to provide additional affordable homes.
 - We will review our existing assets base, including garage sites, and release any available land suitable for development.
 - We will work with our Registered Provider partners and existing developers in the city to bring forward development sites in partnership or buy off plan.
 - We will look at our existing housing stock and look to remodel if we believe this will potentially increase house numbers or the number of bedrooms available given the shortness of supply of 2 and 3 bedroom homes. This will include an immediate review of 2 of the 3 high-rise blocks we have.
 - We will look outside of our boundary and seek opportunities to invest in sites and developments that complement our stock.
 - We will continue our existing buy back (Purchase & Repair) programme, but we will be cognisant of the impact this may have on the local housing market.

6.3 Estate and Neighbourhood Regeneration

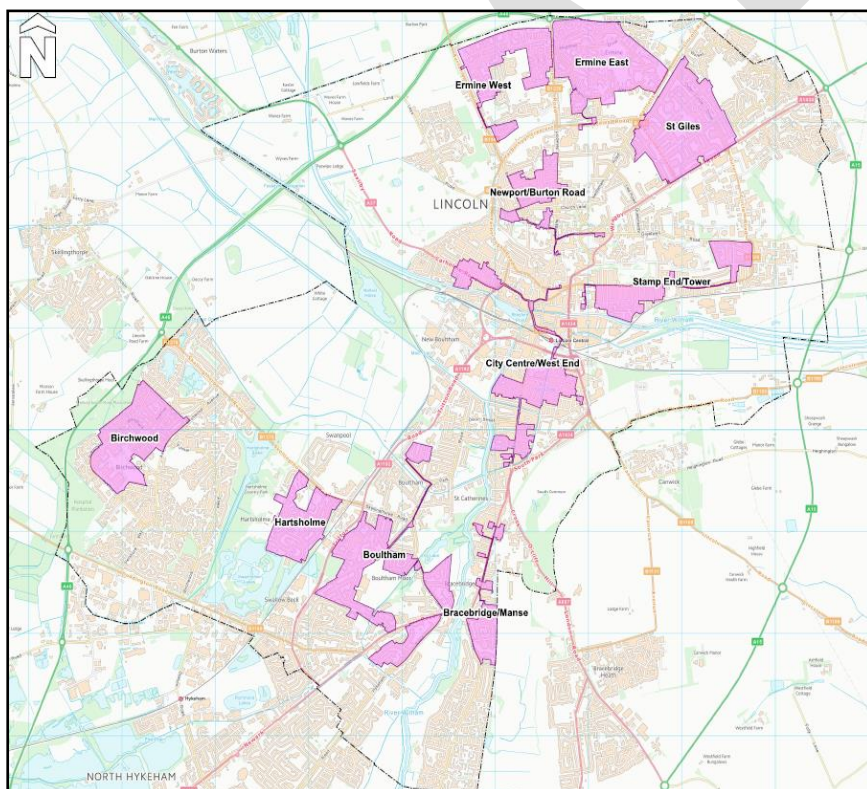
We believe that providing good quality housing and well-designed public spaces can improve the quality of life and offer new opportunities to residents and stimulate inward investment in neighbourhoods.

We have set out our ambitious plans to develop and improve Lincoln in the Vision 2025 document, and this business plan details how we will make our estates and neighbourhoods **CLEAN, GREEN, and SAFE**. Improving communal areas and providing bin stores and cycle racks will make neighbourhoods CLEANER. Creating green corridors and replacing or refurbishing old inefficient housing will make the city GREENER. Reducing cul-de-sacs and improving external lighting will make the city SAFER.

The city's council housing is based in various locations across the city and consists of ten estates, these are shown on the map below.

Chart 7

Location of Council House Estates in the City of Lincoln



We know that improving the quality of our neighbourhoods and estates and reshaping services can have many positive impacts for the city by:

- Developing social cohesion and individual wellbeing by helping to improve health, educational attainment, employment and skills, whilst reducing crime and deprivation.

- Improving the quality of our streets and neighbourhoods which will enhance the quality of life for residents and visitors and make Lincoln a more attractive location for investment and tourism.
- Using underused land (garage sites etc.) to provide much needed additional housing.
- Reducing unemployment and increasing inward investment and economic growth which can deliver significant financial benefits.
- Improving the provision and condition of garages and parking arrangements.

We have already undertaken a comprehensive review of our estates to identify the areas that could benefit from regeneration projects. This review has shown that parts of our estates suffer from social deprivation, high levels of ASB and crime. There is also a lack of transport connectivity between neighbourhoods and a lack of community amenities such as pharmacies and shops. Our estates also offer a range of opportunities and there are numerous areas that could be improved to provide good quality open green spaces or the possibility for additional housing or car parking spaces.

We understand the importance of high-quality communal areas, garages and green spaces and are committed to maintaining and improving our HRA estates and neighbourhoods. To do this we will deliver a range of interventions and improvements over the life of this business plan.

Involving and consulting with our residents is essential and we will continue to consult with tenants, residents, communities and members to ensure we develop and maintain a 'shared vision' for the future of our estates and neighbourhoods.

To improve efficiency and ensure delivery we will sort estate regeneration projects into one of two categories:

1. Small/Medium projects - value up to £100,000

E.g., Improve bin storage, provide cycle racks, improve play areas, upgrade external lighting, create green corridors between blocks etc.

2. Large projects - value £100,001 and above

E.g., Reconfigure parking spaces, improve controlled access to public and semi-public spaces, reshape property exteriors, refurbish/redevelop high-rise blocks and pre-fabs, build additional housing on infill sites, improve interconnectivity by developing additional cycle ways and green corridors between neighbourhoods.

We are currently reviewing our garage and local parking strategy and this will be completed by the end of 2024. Following this we will deliver a programme of improvements to ensure that we deliver good quality parking arrangements at an equitable cost to residents.

These projects will take more than one year to deliver and will be managed and funded from the HRA capital programme.

6.4 Addressing Climate Change

On 23rd July 2019 Lincoln Council issued a Climate and Environmental Declaration to address the challenge of climate change.

The Council has a Decarbonisation Strategy and Action Plan that sets out its response to the Climate Emergency. The Plan looks at the emissions that are in the direct control of the Council. The Council also works with the Lincoln Climate Commission and Lincolnshire County Council, to produce and implement plans and policies and deliver strategies to reduce climate change.

As the largest landlord in the city our actions can make a major contribution to the city's aim to reduce climate change. Although there is a moral aim to make improvements to properties to make them carbon neutral, we must balance this with the running costs for tenants that live in the homes and making best use of council resources. There is still a lot of uncertainty in the market about the potential impacts and risks that may come with some of the new technology, for example: -

- The lifespan of some of the materials is unknown. This means that the whole life cost of some materials is unable to be appraised fully as the current costs cannot be compared to any potential longer lifespan.
- The disposal of some of the batteries and materials needs to be considered and options made available.
- The infrastructure within the National Grid does not yet have the capacity to support all housing to change over to all electric devices.
- There are insufficient numbers of charging points for electric vehicles to support all fleet vehicles. This requires the installation of additional charging points; however, this will only be possible if there is the support available from the National Grid infrastructure. There is also a national shortage of operatives that are adequately trained to work on the new technology should it need repairing or maintaining.

For the HRA to make its contribution towards Lincoln's target to be a net zero carbon city by 2030 we will deliver the following actions.

Over the next five years:

1. We will ensure that all council housing properties achieve EPC Band C by 2030.
2. We will continue to improve the environmental performance of our homes as we deliver planned major repairs and improvements, by installing high quality windows and doors and replacing heating systems with high efficiency boilers and controls.
3. We will complete surveys on all housing archetypes to gather data that will enable us to produce a fit for purpose investment programme that includes what is required to retrofit the council housing stock. We will look to complete any improvements as and when they are required to improve the properties during the next five years, however, a retrofitting programme will not be launched during the five years.

4. We will continue to research and test materials that are currently available and are introduced during the next five years to ensure that the Council have the best intelligence on which materials are the most effective and efficient to reduce carbon emissions. Examples of this are air flow heat pumps and devices that monitor the amount of moisture in the air inside properties.
5. We will commission inspections of land owned by the HRA that offers the potential to be used as bio-diversity net gains. Once this data is available, we will seek to follow the necessary requirements to implement and maintain these sites to use to offset carbon emissions and consider the possibility of using these sites to offer for carbon credits to other developers or businesses.
6. We also commit that any new housing developments that are commissioned by the HRA will be to provide net zero homes or deliver the homes at SAP A rating. Where this is difficult to deliver, we will look to offset on-site using other methods outside of the homes.
7. We will ensure that our fleet contracts aim to provide electric vehicles providing the technology and infrastructure required to charge the vehicles is available and effective.

After five years:

1. We will commit to implementing and delivering a Housing Investment Programme that includes works to retrofit council housing.
2. We will complete a training needs analysis and implement a training programme for operatives to be equipped to complete the necessary repairs on all new technology.
3. We will continue to deliver any new housing developments that are commissioned by the HRA to provide net zero homes or deliver the homes at SAP A rating.

7. The Financial Model

This business plan sets out our ambitious long-term plans to deliver quality council housing in Lincoln. The previous section set out our four strategic aims and delivering these will only be possible if we have a prudent financial plan that delivers capacity in the HRA to invest in the housing service.

Alongside the business plan the Council's key financial strategy is its Medium Term Financial Strategy. The purpose of the MTFs is to set out the overall framework on which the Council plans and manages its financial resources to ensure that they fit with, and support, the direction of the Council's vision and strategic priorities. While the business plans sets out the longer term plans for council housing the MTFs is focussed on the first five-years and mirrors the business plan in this respect.

The MTFs contains a number of financial objectives for the Council, in response to the impact that current economic conditions are having on the Council's finances and the inherent uncertainty in financial planning, these objectives have been reviewed to ensure they remained relevant. The key overriding objective continues to be: -

- To continue to drive down the net cost base, in line with available resources, to ensure the Council maintains a sound and sustainable financial base, delivering a balanced budget over the life of the MTFS.

The further objectives that the MTFS seeks to achieve are as follows:

- To ensure the Council uses its reserves and balances carefully, seeking to maintain robust levels and replenishing where necessary, to address any future risks and unforeseen events without jeopardising key services and the delivery of outcomes
- To seek to maximise income levels, including maintaining in the short term and growing over the medium term, the Council Tax and Business Rates tax bases, whilst ensuring that Council Tax rate and Housing Rent increases are kept at an acceptable level.
- To ensure that the Council's limited resources are directed towards its Vision and strategic priorities, redirecting where necessary to allow for improvement and investment.
- To ensure the Council provides efficient, effective and economic services which demonstrate value for money.

We also have some general principles that we follow for the HRA, which are:

- The prudent level of reserves on the HRA is to be maintained at between £1m-£1.5m.
- Surpluses in the HRA, in the short term i.e. over the 5-year MTFS period, contributed to the capital programme as part of useable capital reserves and held for investment purposes.
- Financing of new builds or acquisitions will be (after the use of 1-4-1 or grant funding) funded through borrowing on the basis that investments are predominately made where projected income offsets the cost including borrowing. Some investments may though not generate a surplus but will have wider strategic benefits which warrant the investment.

We have developed a financial model that predicts the future performance of our HRA assets and measures them against our financial and operational objectives.

Central to this are the set of financial assumptions that underpin and inform the model. These include assumptions on future income and expenditure levels, staffing and repair and maintenance costs, debt management costs and future interest rates. These assumptions provide the guidelines for the HRA to follow, as they enable us to accurately forecast what the HRA will do in the future. A table summarising these assumptions is shown in Appendix 5.

The development of a long-term financial model provides several important advantages: -

- Provides an improved understanding of the business, based on accurate and tested financial data.
- Enables periodic reviews of financial performance.
- Offers the opportunity to benchmark performance against peer groups.
- Enables the use of 'stress testing' techniques to minimise risk.
- Provides much more accurate financial forecasts and budgets.
- Supports the ability to make quick, accurate decisions on growth opportunities.

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

7.1 Revenue Budgets

The HRA account is under a great deal of pressure to break even because of increased inflationary pressures, notably on staff salaries, energy, and utility costs, building materials and sub-contractor prices. 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 projected budgets for the period 2024/25 to 2053/54. 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.

The table summarises HRA income and expenditure into five-year segments 1 to 5, 6 to 10 etc. The final column provides a total of the income/expenditure over the whole 30-year period.

Table 8 - 30-Year HRA SUMMARY - 2022/23 to 2052/53

	Yr 1 to 5	Yr 6 to 10	Yr 11 to 15	Yr 16 to 20	Yr 21 to 25	Yr 26 to 30
HRA 30 YEAR SUMMARY						
Dwelling rents	166,787,393	192,639,693	216,855,887	244,729,194	276,935,705	314,300,839
Non-dwelling rents	2,127,785	2,461,156	2,853,154	3,307,588	3,834,401	4,445,122
Service charge income	3,561,363	10,076,049	14,662,482	16,997,835	19,705,149	22,843,668
Other income and contributions	3,630,926	3,577,636	3,737,319	3,905,149	4,081,539	4,266,927
Total income	176,107,467	208,754,534	238,108,842	268,939,765	304,556,794	345,856,556
Repairs & maintenance	53,967,362	61,015,670	66,956,105	73,521,942	80,784,197	88,822,434
Management (incl RRT)	52,610,515	58,102,185	64,149,507	70,826,240	78,197,891	86,336,791
Bad debts	1,305,178	1,327,836	1,495,820	1,688,446	1,911,025	2,169,254
Dwelling Depreciation	38,823,854	40,239,460	44,427,615	49,051,677	54,157,015	59,793,721
Debt management	72,820	83,265	91,931	101,499	112,063	123,727
Total costs	146,779,729	160,768,416	177,120,978	195,189,803	215,162,192	237,245,926
Net income from services	29,327,739	47,986,118	60,987,864	73,749,961	89,394,602	108,610,630
Interest payable	-11,977,846	-11,352,078	-9,493,199	-7,148,150	-5,584,614	-5,091,783
Interest income	1,684,636	1,481,812	2,904,789	5,066,501	8,188,476	13,197,039
Net income/expenditure before appropriations	19,034,529	38,115,852	54,399,454	71,668,313	91,998,464	116,715,885

Set aside for debt repayment	0	-5,897,597	-12,553,563	-12,000,000	-5,576,168	-2,303,235
Revenue contributions to capital	-17,728,701	-46,358,748	-12,604,606	-18,673,588	-14,381,008	-11,835,028
Allocation to/from other reserves	-1,122,254	-2,354,598	0	0	0	0
Other appropriations	0	0	0	0	0	0
Net HRA Surplus/Deficit	183,574	21,573,967	29,241,285	40,994,726	72,041,288	102,577,622

HRA Balance brought forward	1,227,516	18,572,438	44,548,031	83,863	148,905,166	246,157,843
HRA surplus/(deficit)	-18,740	3,843,157	7,108,848	8,788,768	15,787,727	21,112.68
HRA Balance carried forward	1,208,776	22,415,595	51,656,879	92,651,605	164,692,893	267,270,515

Other reserves brought forward	5,821,345	6,046,885	6,046,885	6,046,885	6,046,885	6,046,885
Appropriation from HRA	115,450	0	0	0	0	0
Release of reserve	0	0	0	0	0	0
Other reserves carried forward	5,936,795	6,046,885	6,046,885	6,046,885	6,046,885	6,046,885

In the first five-year period the HRA revenue account has a projected total income from rents, service charges and various other income streams of £176million, this continues to rise for each of the subsequent five-year periods and reaches £346million for years 26 to 30. This assumes that rents will increase by 6.5% (2023/24), 5% (2024/25) then 3% beyond (assuming CPI = 2%) and CPI (2%) plus 1% in each of the subsequent years.

The table illustrates several interesting points, most notably: -

- With a total income over the 30-year period of £1.542billion the HRA is a large business and major player in Lincoln's economy.
- The compound effect of inflationary increases (on both income and expenditure) almost doubles financial values over a 30-year period.
- Prudent management of the HRA can deliver significant surpluses to reinvest back into the council's housing stock.

The various 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-year periods, 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 continue to face significant short-term inflationary increases that may drive up costs for energy, fuel and materials.

7.2 Capital Budgets

The following table provides a summary of the HRA capital budgets for the period 2024 to 2054. The budgets consist of four categories.

Table 9

HRA Capital Budgets 2022/23 to 2051/52

	Yr 1-5	Yr 6-10	Yr 11-15	Yr 16-20	Yr 21-25	Yr 26-30
HRA CAPITAL PROGRAMME						
Stock capital investment	59,762,818	61,753,683	57,012,438	67,688,798	68,482,418	71,551,138
Other Improvements	0	0	0	0	0	0
Development/Acquisition	17,768,633	17,768,633	1,266,953	294,760	325,470	359,350
IT Infrastructure	1,081,231	121,064	0	0	0	0
Capital programme	78,612,683	63,141,700	57,307,198	68,014,268	68,841,768	71,947,988

In total we are planning to spend £408million on various capital projects over the next 30 years at an average spend of £13.6million a year.

1. Stock Capital Investment makes up approx. 95% of our capital expenditure. This includes the Decent Homes and Lincoln Standard improvement programmes, Health

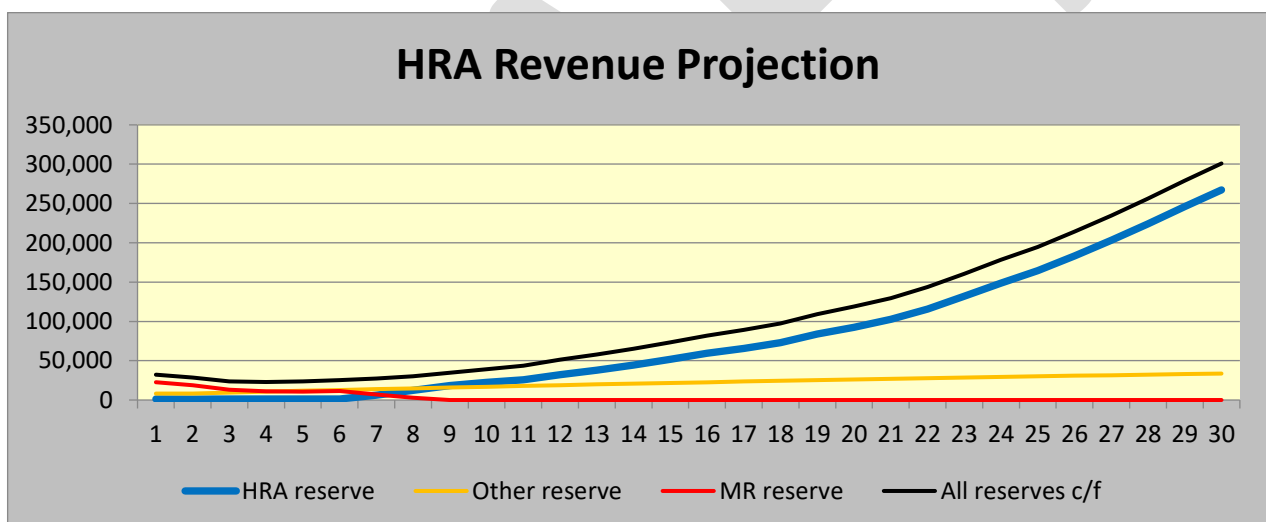
and Safety works and landscaping and environmental improvement projects, CCTV systems and improvement works to garage sites. In total we will be investing £386million in these projects over the next 30 years.

2. Development and acquisitions, this includes various projects to build new homes and the acquisition of one-off properties under the Buy Back and other government housing schemes. In total we will be investing £20million delivering additional homes.
3. IT/Infrastructure, this includes on-going investment in IT systems, hardware, and communication systems. In total we will invest £1.2m in this area.

7.3 HRA Surpluses

We have taken a prudent approach to the financial management of the HRA we estimate that the HRA revenue account will produce a total net surplus of circa. £266million over the 30-year period. The gross balance at year five will be £24million, by year 10 this will have risen to £39m and this continue will continue to increase incrementally to reach a total of £301million by year 30.

Chart 8



The prudent approach to managing the HRA set out in this business plan will, over time deliver surpluses that will enable Lincoln Council to invest in; improving core housing services, make our council houses greener and cost less to keep warm, regenerate our estates and build additional affordable houses.

8. Governance and Performance

The City Council's Constitution sets out how the council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people.

The HRA Business Plan and policy framework are approved by Executive, as these are key decisions for example in relation to the capital programme, which is included in the council's Medium Term Financial Strategy and dwelling/non dwelling income in the annual rent setting report.

Informing and supporting those decisions is a structure set out in the Constitution.

Performance - Measuring Performance

We have a performance framework which incorporates monthly performance metrics and quarterly performance measures for the services we provide across the HRA business.

This helps us to monitor service delivery and to report consistent information to a range of audiences, including to tenants and to officers in the council, together with presentations to Housing Scrutiny Committee and Executive.

These measures and the discussion around them, help us to make decisions about service improvements and about how to make services more efficient.

There is also a direct link to the strategic measures in Strategic Plan which ensures that the HRA business contributes to Vision 2025.

Also subject to monitoring and scrutiny within the framework, we have a Housing Work Plan, Vision 2025 action plan, team plans and individual objectives which all link back to delivering key actions and priorities in service delivery. These priorities and plans improve efficiency, secure value for money and improve the quality of our homes and the services that we provide.

Appendix 1

Housing Strategy Action Plan

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

Appendix 2

Asset Management Strategy Action Plan

[Note – insert link to latest version of the asset management strategy](#)

Appendix 3

Housing and Investment Risk Register

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

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Appendix 4

Department of Housing and Investment High Level Key Performance Indicators 2023/24

Performance indicator	PSC 23-24 Target		HSSC 23-24 Target
	CoLC Lower Target	CoLC Higher Target	Target
Rent collected as a percentage of rent due	96.50%	97.50%	97.50%
Current rent arrears as a percentage of rent due	4.15%	4.00%	4.00%
Percentage of rent lost due to vacant dwellings	1.20%	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	98.60%	99.00%	99.00%
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	1.20%	1.00%	1.00%
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
Percentage of tenants satisfied with repairs and maintenance	90.00%	95.00%	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' because of tenant's refusal to allow work (excluding referrals)	No target - volumetric measure		Not in HSSC
% 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
% 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

Appendix 5 - HRA Development Programme

Scheme	2020/21		2021/22		2022/23		2023/24		2024/25		2025/26		26/27		Future delivery - dates TBC	
	Other Affordable Provider	CoLC	Other Affordable Provider	CoLC	Other Affordable Provider	CoLC	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						32		10								
De Wint Court				70												
Gaunt Street	9															
Boultham Dairy site	18															
Riseholme Road (Waterloo)	20	15														
Former council properties / open market acquisitions		36		15		8		12		10						
NSAP / RSAP purchases				18												
Monks Road			5													
Hermit Street										11						
Gap Homes									5							
Garage Sites												10		10		
SHAP - framework provision											15					
LAHF								6								
Roman gate Taylor Lindsey affordable homeownership product					10											
Roman gate Taylor Lindsey inhouse affordable section 106 contributions							4		10							
RSAP - Framework							6									
LAHF								9								
Queen Elizabeth Road Site														81		
S106											10		10		10	
Western Growth Corridor															363	277
Jasmine Green																49
Longhurst Flats															17	
Tentercroft Street																40
Palmer Street																10
TOTALS	53	56	5	103	10	40	10	37	15	21	25	10	10	91	390	376

KEY	
Complete	287
In progress	27
Likely to proceed	182
Dates to be confirmed if scheme progresses	756
Total identified	1252

Appendix 6

City of Lincoln Business Plan Assumptions

	Medium-Term Financial Plan (Mirrored in the Model)	Year 5+ Used in the o Long-term Business Plan	Commentary
Rents	6.5% (23.24), 5% (24.25) then 3% beyond (assuming CPI = 2%) RTBs (-50pa)	CPI (2%) + 1% RTBs (-50pa Y6, Y7+ this reduces by -1 pa)	The plan assumes CPI at 4% for 2024.25 then CPI at 2% thereafter. Rents increase all-years at CPI +1%. The current rent policy ends in April 2024 – consensus is that rents should continue to increase by CPI +1% until further long-term guidance is issued. The CPI rates used are reasonable given latest forecasts.
Non-Dwelling Rents	3% 2024.25 beyond	CPI (2%) + 1%	We would expect non-dwelling rents such as garages to continue to increase by CPI +1%.
Service Charges	3% 2024.25 beyond* (Only a small minority of properties currently have a service charge) *De Wint Court is the only exception to this with service charges calculated annually on a full cost recovery basis.	CPI (2%) + 1%	The majority of social landlords (councils and RP's) have implemented rent de-pooling, the Council are proposing to introduce new service charges, with a phased approach, effective Apr-25. New service charges will increase in line with service costs unless direction not to fully recover costs
Repairs	3% 2024.25, 2% beyond	CPI (2%)	Increases are dependent on contracts and if uplifted by CPI or by the relevant BCIS index. Not all expenditure is inflated as per MTFS assumptions.

Management	Pay c.6% 2024.25, 2% beyond* Utilities 3% 2024.25, 2% beyond *the MTFS originally assumed a pay award of 3% for 2024.25, this has since been uplifted to recognise the latest national pay offer (though not agreed) which represents an average increase of c.6%	CPI (2%)	Salary costs now reflect the proposed national pay offer for 2024.25, and 2% thereafter. Utilities are inflated by 3% in 2024.25, and 2% thereafter. The cost-of-living impact within 2023.24 was recognised within the current MTFS and the base budget was increased by 180% and 100% for Gas and Electricity respectively. Not all expenditure is inflated as per the MTFS assumptions.
Bad Debt Provision	Fixed £250k	0.7%	Beyond the current MTFS the bad debt provision rises in line with rent increases.
Depreciation	Cash Limited – to match MTFP	CPI (2%)	N/A
Capital Expenditure	Cash Limited – to match MTFP	CPI (2%)	Based on inflated Stock Condition Surveys
Debt Management	Cash Limited – to match MTFP	CPI (2%)	Based on Treasury Management Requirements
Interest Paid	Existing Loans c3.4% New Loans (£2.7m) c4.1% Internal Borrowing >£17.6m 0%	Existing Loans c3.4% Internal Borrowing 0%	Limited new borrowing included due to level of available resources. Internal borrowing reduces investment interest received.
Interest Received	c1.7% to c1.1% (To be updated in next MTFS refresh)	1.1% (To be updated in next MFTS refresh)	Longer terms rates are set to reduce.

Appendix 7

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.

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SUBJECT: PERFORMANCE MONITORING REPORT QUARTER 2 – 2023/24

DIRECTORATE: HOUSING AND INVESTMENT

REPORT AUTHOR: CORPORATE POLICY AND TRANSFORMATION TEAM

1. Purpose of Report

- 1.1 To present to the Housing Scrutiny Sub Committee a report on performance indicators for the Directorate of Housing and Investment, for Quarter 2 of 2023/24 (July - September).

2. Summary

- 2.1 Regular monitoring of the Council's performance is a key component of the Local Performance Management Framework and supports its ongoing commitment to continuous improvement of council services. This report provides an overview of the Council's performance against performance indicators monitored by the Directorate of Housing and Investment (DHI), and covers those measures related to the Council's responsibility as a landlord.
- 2.2 There are, in total, twenty-one performance indicators monitored by DHI. An overview of performance for the second quarter of 2023/24, against these indicators, is attached as '**Appendix A**' to this report.

3. Overview of Quarter 1 Performance Indicators

- 3.1 Performance measures in '**Appendix A**' that are highlighted green are those performing at or above the agreed target. Measures shown highlighted amber are performing close to target, and those highlighted red are performing below target. Performance measures within '**Appendix A**' are grouped into categories, and for comparison purposes include the previous year's outturn. '**Appendix A**' also summarises the overall performance against each measure for the current year to date.
- 3.2 During this first quarter, eight performance measures have met or exceeded their agreed target; five are performing close to target; and seven have performed below target. Three of the measures found to be performing close to target are 'year-end' measures and include two measures that cumulatively record expenditure on maintenance and capital works. The third and final year-end measure relates to the proportion of homes not at 'decent homes standard'; performance against this measure, whilst formally recorded at year end, has notably improved since Quarter 1 and is therefore moving closer to target.

4. Overview of Performance Indicators – Housing Repairs Service

- 4.1 The data for measures '29A' and '33' indicates that the HRS' response to priority and urgent repairs continues to improve. The percentage of 'priority' 1-day repairs completed within target time is slightly higher than the previous quarter, and overall, the average time taken to complete 'urgent' 3-day repairs has reduced, from 2.2 days in Quarter 1 to 2.07 days in Quarter 2. This strong performance is attributable to the continued joint efforts of the HRS and Customer Services teams to improve the categorisation of repairs, and the recent restructuring of operatives aimed at providing more resource to tackle urgent plumbing issues.
- 4.2 Performance measure '32' relates to the percentage of 'urgent' 3-day repairs completed within target time. This measure remains below target, however when comparing performance data for this measure with the previous quarter it is clear performance is improving. The efforts referred to in paragraph 4.1 above are also having a positive impact on this measure. Based on current projections, it appears likely that this measure will return to improving at or above target during 2024/25.
- 4.3 The performance improvements within the HRS have been delivered in a very challenging environment. Instability across numerous parts of the construction industry supply chain continues to add significant pressure to the Housing Repair Service. Materials costs remain very high, and the growing number of general and specialist contractors going into liquidation only exacerbates the delays the service experiences in appointing qualified contractors to undertake works on the Council's behalf.
- 4.4 These challenges are occurring whilst the service is completing more repairs. Collectively, the number of priority and urgent repairs completed during the current year to date is 5,053; at the end of Quarter 2 last year that figure was 4,117. The service has therefore improved its performance for urgent and priority repairs whilst also seeing repairs increase by 22% year on year. Some of these additional repairs are linked to damp and mould issues, which the service is responding to in accordance with its Damp and Mould Protocol.
- 4.5 Gas safety inspections are undertaken by the Council's approved contractor. Performance against measure '48' relates to the percentage of properties with a valid gas safety certificate, and is currently performing close to target. Performance against the agreed target is reliant on tenants giving access to their homes to enable inspections to be carried out; in a small number of cases, such access is denied. The service has recently undertaken a review of its gas safety procedure, with a view to trying to minimise the occurrence of tenants refusing access to their properties.

5. Overview of Performance Indicators – Voids and Decent Homes

- 5.1 Performance measure '69' relates to voids, and the percentage of rent lost by the Council due to dwellings being vacant. This measure currently remains out of target, however, there has been a significant reduction in the proportion of rent lost between this and the previous quarter. Taken in isolation, the percentage of rent lost during Quarter 2 was within target; on this basis, if performance continues to be maintained or is further improved, this measure is expected to soon be performing within target.

- 5.2 The average number of days taken to re-let a 'standard' void property, where no major works are required, has decreased by a further 3.65 days on the previous quarter. This measure therefore continues to move increasingly closer to target.
- 5.3 Conversely, there has been an increase in Quarter 2 in the average number of days taken to re-let void properties where major works are necessary. A key cause of the delay in re-letting these properties is the ability for them to be cleansed promptly. Efforts are currently in progress to address this issue, and all parties involved in the repairing of void properties continue to work together to identify and minimise and delays from the re-letting process.
- 5.4 Performance measure '50' relates to the percentage of Council homes identified as not meeting the 'decent homes' standard and is a measured formally reported at year end. Performance during Quarter 2 has improved significantly since Quarter 1 and is moving close to target; if this can be sustained, this measure has potential to achieve its 1.00% target by year-end.

6. Overview of Performance Indicators - Rents

- 6.1 A total of £16,468,707.71 in rent was collected during the first two quarters of 2023/24. Whilst there has been a small reduction in the proportion of rent collected during Quarter 2 compared to the same quarter during the previous year, the proportion of rent collected has still increased on Quarter 1 of the current year and therefore collection rates are moving in the right direction. This is of particular note given the impact the sustained cost-of-living crisis is having on tenants, and as such rent performance is positive when considered in context.
- 6.2 Rent arrears, as a percentage of rent debit, have increased year-on year. As of the end of Quarter 2 the total amount of rent arrears stood at £1,387,971.88. The team will shortly be investigating this issue in more detail, supported by the Corporate Policy and Transformation team, and this work will inform a series of targeted campaigns over the remainder of the year aimed at reducing these arrears.

7. Overview of Performance Indicators – Antisocial Behaviour

- 7.1 Both performance measures related to antisocial behaviour are performing above target. Measure '89', which relates to the percentage of ASB cases closed that are resolved, continues to perform well at over 98%; and the average number of days taken to resolve ASB cases (measure '90') continues to significantly outperform, at 46.2 days against a target of 70 days.

8. Complaints and Calls to Customer Contact Centre (CCC)

- 8.1 Meaningful progress has been made to improve response rates to formal complaints about DHI services. Performance measure 22, whilst still substantially below target, is improving due to enhancements to the directorate's complaints management process. Performance is anticipated to further improve as older complaints are fully resolved and the proportion of these still outstanding reduces.
- 8.2 The number of complaints received remains high, and the complaints response process continues to be monitored by the management teams to ensure quality

and consistency of approach.

- 8.3 The new telephony system recently implemented in the Customer Contact Centre is now able to report on the percentage of housing calls answered within a defined timeframe. Performance data for Quarter 1 remains unavailable, however data is now available for Quarter 2. There has been a significant improvement in performance against this measure since Quarter 2 of the previous year, with the percentage of calls answered within 90 seconds having increased from 11.7% to 33.7% over that period. Performance is still below target; however, it is nonetheless improving.
- 8.4 Between Quarters 1 and 2 the average call wait time for housing calls has reduced, from 457.67 seconds to 332.42 seconds. This equates to a reduction in the average call wait time of just over two minutes. Average call wait times are therefore now close to achieving the Council's recently updated corporate high target of 300 seconds. These new corporate targets mirror those of DWP and HMRC.
- 8.5 Call waiting times are therefore continuing to improve, and current performance remains very positive compared to other public sector organisations.

9. Finance

- 9.1 Performance against two year-end measures are reported to the Scrutiny Sub-Committee on a quarterly basis. The data for Quarter 2 is not available at the time this report is published; this data will be available on the date of the meeting and a verbal update will be provided.

10. Strategic Priorities

- 10.1 The City of Lincoln Council's Vision 2025 priorities are:

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

This report relates primarily to 'Let's deliver quality housing'. Monitoring and reporting performance provides the means for the Council to assess its progress against this corporate priority and identify areas for improvement.

11. Organisational Impacts

11.1 Finance

Although there are no direct financial implications arising from this report, there are several indicators that do affect the HRA including the amount of rent collected and repairs and improvements.

The financial position of the HRA and HRS are continually monitored, with quarterly reports to Performance Scrutiny Committee and the Executive.

11.2 Legal Implications including Procurement Rules

There are no legal implications arising from this report.

11.3 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.

Due to the nature of this report, there are no equality, diversity and human rights impacts to be assessed however their impact will continue to be considered as part of the service delivery.

12. Risk Implications

12.1 (i) Options Explored

Not applicable to this report.

12.2 (ii) Key Risks Associated with the Preferred Approach

Not applicable for this report.

13. Recommendation

13.1 That the Housing Scrutiny Sub-Committee reviews and comments on the content of this report and the performance information contained therein.

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?

One
(Appendix A)

List of Background Papers:

None

Lead Officer:

Michelle Hoyles, Business Manager – Corporate
Policy and Transformation

LANDLORD SERVICES – PERFORMANCE 2023/24

APPENDIX A

Figures in brackets are the standalone quarterly figure.

PI	Description	Actual 22/23	Target 2023/24	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	Status (R,A,G) *Blue = No target	Additional comments
Rents									
125B (RC1)	% of rent collected as a percentage of rent due	99.91% (98.36%)	97.5%	96.81%	97.24% (97.67%)				Rent collected YTD -£16,468,707.71
126 (RC2)	Arrears as a % of rent debit	3.40%	4.00%	3.83%	4.25%				Rent arrears - £1,387,971.88
Voids									
69 (PV1)	% of rent lost due to vacant dwellings	1.32%	1.00%	1.29%	1.15% (1.03%)				
58 (HV2)	Average re-let period – All dwellings (excluding major works) – (days)	43.6 days	32 days	43.28 days	42.16 (40.48)				Number of relets - 177
61 (HV3)	Average re-let period – All dwellings (including major works) – (days)	55.7 days	38 days	48.06 days	48.63 (49.61)				Number of relets - 263
Allocations									
85A	% of offers accepted first time	88.10%	85%	83.45%	85.17% (87.10%)				
Repairs (Housing Repairs Service)									
29A (HM1a)	% of all priority repairs carried out within time limits (1 day)	99.51%	99.5%	99.55%	99.67% (99.75%)				Number of repairs completed (current YTD) - 2111
32 (HM1b)	% of urgent repairs carried out within time limits (3 days)	93.67%	97.5%	92.06%	93.20% (94.22%)				No. of repairs completed (current YTD) – 2,942
33	Average time taken to complete urgent Repairs (3 days)	2.2 days	3 days	2.2 days	2.12 days (2.07)				

PI	Description	Actual 22/23	Target 2023/24	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	Status (R,A,G) *Blue = No target	Additional comments
34 (HM2)	Complete repairs right on first visit (priority and urgent repairs)	93.24%	92%	91.69%	92.75% (93.52%)				
37 (HM4)	Repair appointments kept against appointments made (%) (priority and urgent repairs)	98.46%	97%	97.32%	96.92% (96.60%)				Appointments Made – 4,843 Appointments Kept – 4,694
Repairs (Aaron Services)									
29B	% of all priority repairs carried out within time limits (1 day)	99.89%	99.5%	100.00%	100.00% (100%)				No. of repairs completed – 838
Decent Homes									
50 (HI1)	% of non-decent homes (excluding refusals)	0.81%	1.00% (year-end target)	1.35%	1.09%				Number of non-decent properties (excl. refusals) - 85
48 (HI3)	% of homes with valid gas safety certificate	99.00%	99.00%	98.50%	98.52% (98.54%)				
Complaints									
22	% of complaints replied to within target time	63.43%	95%	20.65%	27.49% (35.44%)				Number of complaints resolved - 171
	% of complaints replied to in line with Corporate policy	100.00%	-	100.00%	100.00%				
ASB									
89	% of ASB cases closed that were resolved	99.57%	94%	100.00%	98.55% (97.01%)				Number of ASB cases closed - 138
90	Average days to resolve ASB cases	42.9 days	70 days	44.3 days	46.2 days (48.3)				
Other									
	Expenditure against target set for year – responsive maintenance	98.24%	100% (year-end target)	13,40%					
	Expenditure against target set for year – capital programme	100.00%	100% (year-end target)	6.92%					
Customer Contact									
	% of calls answered within 90 seconds	11.70%	80%	Data not available	33.7%				The Council's new telephony system was not able to report on the

PI	Description	Actual 22/23	Target 2023/24	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	Status (R,A,G) *Blue = No target	Additional comments
									percentage of calls answered within a specific timeframe during Quarter 1. This has now been remedied, and data is therefore now provided for Quarter 2.

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HOUSING SCRUTINY SUB-COMMITTEE

2 NOVEMBER 2023

SUBJECT: WORK PROGRAMME - 2023/24

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 2023/24 (Appendix A).
- 1.2 To advise members that a draft work programme for 2023/24 had been circulated to the Chair and Vice/Chair of Housing Scrutiny Sub Committee and the Chair/Vice Chair of Lincoln Tenant's Panel for individual input/comments prior to the first meeting of the new Municipal Year ready for use as a working document.

2. Background

- 2.1 The work programme for 2023/24 is attached at Appendix A to advise members of the proposed forthcoming business at future meetings of the Housing Scrutiny Sub Committee. The work programme will be regularly updated in consultation with the Chair of the Sub-Committee and Chair/Vice Chair of Lincoln Tenants Panel.
- 2.2 This work programme can be added to or amended at members discretion at any time during the Municipal Year
- 2.3 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 note the content of the work programme for 2023/24.

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, Senior Democratic Services Officer Alison.hewson@lincoln.gov.uk

Housing Scrutiny Sub Committee Work Programme – Timetable for 2023/24**21 June 2023**

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Update	Mick Barber, Chair LTP	Regular report by MB
Allocations Update (Including Numbers of Properties Offered to People on Council Waiting List/Others)	Alison Timmins	Progress Report
Downsizing Policy	Keeley Johnson	Verbal Update
Investment Programme: General List of Planned Works 2023/24	Kev Bowring	Requested at meeting 3 Nov 2022
Housing Finance - Council's Housing Out-Turn Position for 2022/23.	Coleen Warren	Annual Report
Quarter 4 (2022/23) – Performance Report	Yvonne Fox/Daren Turner	Regular Report
Scheduled Repairs Update	Matt Hillman	Written Report inc move to 9 weekly cycles and an Explanation on the Process Manual for service consistency.
Update: Fire Assessments Completed	Matt Hillman	Requested at meeting 9 March 2023
Work Programme 2023/24	Ali Hewson	Regular Report

Updated Sept 2023

10 August 2023

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Update	Mick Barber, Chair of LTP	Reserved time for LTP topics
PIR De Wint Court	Paula Burton	PIR of first year requested 3 Nov 2022
Overview of ASB	Keeley Johnson	Update inc feedback available from LTP and Housing Officers Working Party and also accreditation
Downsizing Policy Update	Keeley Johnson	Deferred from last meeting.
Ellie's Memorial Garden	Paula Burton	Requested by PB -28 June 2023
Repairs Policy	Amy Larder	
Management of Communal Areas Policy	Matt Hillman	Matt Hillman
Performance Indicators Update – Quarter 1	Yvonne Fox	Regular Report
Work Programme 2023/24	Ali Hewson	Regular Report

Updated Sept 2023

2 November 2023

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Update	Mick Barber, Chair of LTP	Reserved time for LTP topics
Review of Draft HRS 30 Year Business Plan	Paul Hopkinson	Director
Quarter 2 Performance Update	Michelle Hoyles	Regular Report
Downsizing Policy Update	Andrea Ripley	Deferred from last meeting.
Work Programme 2023/24	Ali Hewson	Regular Report

Updated Sept 2023

1 February 2024

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Matters	Mick Barber, Chair of LTP	Reserved time for LTP topics
Aids and Adaptations Policy	Amy Larder/Matt Hillman	Deferred from last meeting
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
Tenant Involvement Strategy Action Plan	Donna Lyons	Progress Update
LTP Review Update Report	Mick Barber Chair of LTP	Annual Report
Estate Tours of Inspection- Performance Monitoring		Requested by Chair: Scrutiny of teams regarding performance particularly for the items noticed on the tours and logged for action and the performance levels regards these agreed actions
Work of Tenancy Sustainability Officers	Keeley Johnson	Six monthly progress report
Work Programme 2023/24	Ali Hewson	Regular Report

Updated Sept 2023

11 March 2024

Item(s)	Responsible Person(s)	Origin of Request
Lincoln Tenants Panel Matters	Mick Barber, LTP	Regular Update
Quarter 3 (2023/24) – Performance Report	Yvonne Fox	Regular Report Quarterly
Setting of Performance Targets 2024/25	Daren Turner	Annual Review
Update on Insurance Claims paid in respect of disrepair claims lodged.	Finance	Requested by Chair – 21 June 2023
Timescale for Scheduled Repairs	Matt Hillman/Amy Larder	Requested at meeting 10.08.23
Report from PH Cllr Nannestad to Performance Scrutiny Committee	Cllr Nannestad	Annual Report
Work Programme 2024/25	Ali Hewson	Regular Report

Other Agenda topics to be scheduled into 2023/24 as appropriate

- Complaints
- Lincoln Standard

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