Appendix A

City of Lincoln
Housing Revenue Account
Business Plan
2023 - 2028

Contents

1. Introduction

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

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

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

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

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

2. Background

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

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

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

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

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

3. The HRA Business Plan Environment

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

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

Damp and Mould

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

War in Ukraine/Cost of Living Crisis

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

Building and Fire Safety

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

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

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

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

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

Planning Policy

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

Help to Buy

The Government introduced a new Help to Buy scheme in April 2021, the scheme will be restricted to first-time buyers and included a property price cap for each region. The scheme runs from April 2021 to March 2023. The risk for CoLC is that the scheme will encourage tenants to buy their council properties (especially modern or new build properties) at a time when the Council is looking to increase the number of Council homes.

Prudential Borrowing

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

Welfare Reform

Two recent governmental policies have affected the HRA.

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

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

Coronavirus (COVID-19) Pandemic

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

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

Brexit – Leaving the EU

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

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

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

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

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

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

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

Tenant Satisfaction Measures

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

4. City of Lincoln Corporate Vision - The Golden Thread

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

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

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

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

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

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

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

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

5. Resident Involvement

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

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

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

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

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

6. Delivering a Great Housing Service in Lincoln

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

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

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

6.1 Delivering an Excellent Housing Management Service

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

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

CoLC's Social Housing Portfolio

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

General Needs Housing as at 20 October 2022

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

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

Older Persons Housing as at 20 October 2022

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

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

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

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

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

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

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

Right to Buy Sales

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

Additional Properties

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

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

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

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

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

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

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

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

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

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

The Council promotes the use of direct debit to collect rent, especially given the impact of Universal Credit, but understands that it must recognise the needs of tenants, especially those on fluctuating incomes who prefer not to pay using direct debit or standing order. Rent arrears are a combination of current and former tenant debt, the latter can be more difficult to pursue and recover. The Council has both a preventative and a proactive approach to rent arrears – the sustainable tenancy team within Tenancy Services aims to prevent tenants falling into arrears, whilst officers seek to recover as much outstanding debt as possible through robust debt collection processes. At the end of September 2022 current tenant arrears were 4.76% of gross debit and at the end of March 2022 former tenant arrears stood at 3.35%% of gross debit.

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

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

6.2 Providing Quality Housing which Meets Tenants Needs and Aspirations

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

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

The Climate Change Challenge

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

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

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

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

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

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

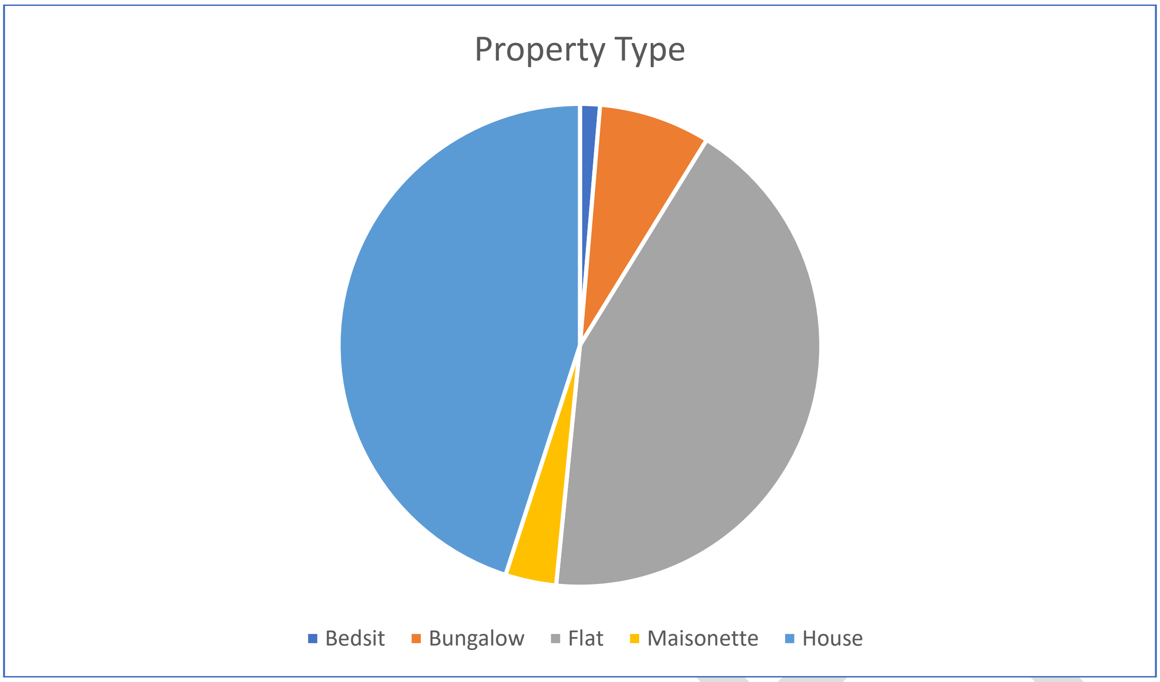
Asset Management Plan

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

Council Housing Stock Profile

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

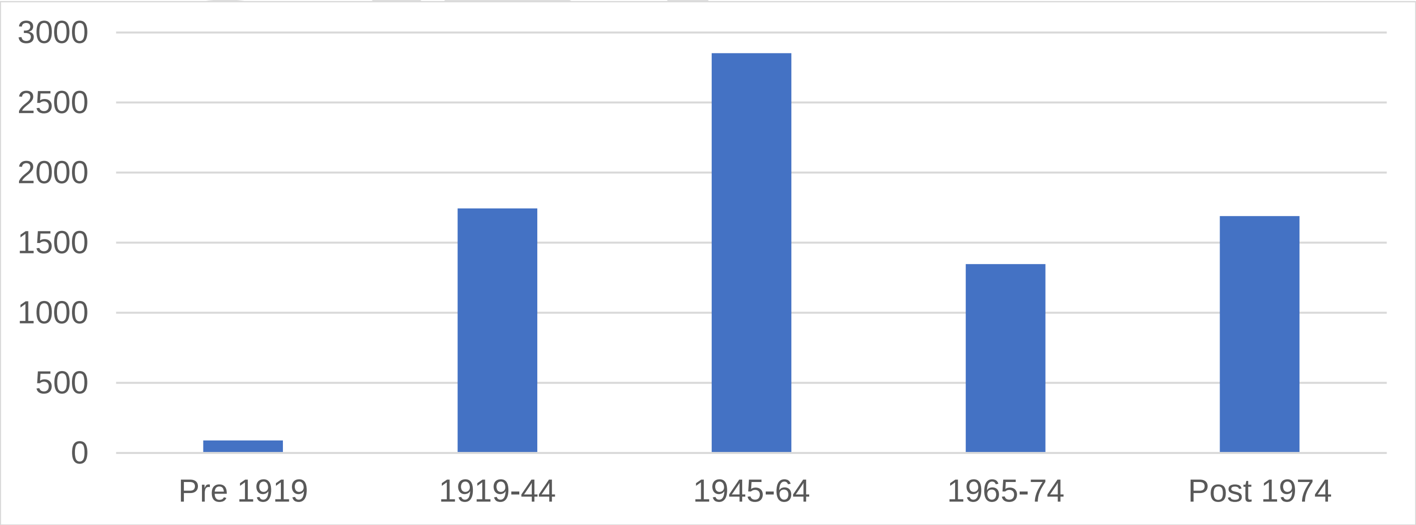
Stock by Type



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

Stock by Age Band

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



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

Repairs, Maintenance, and Investment

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

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

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

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

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

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

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

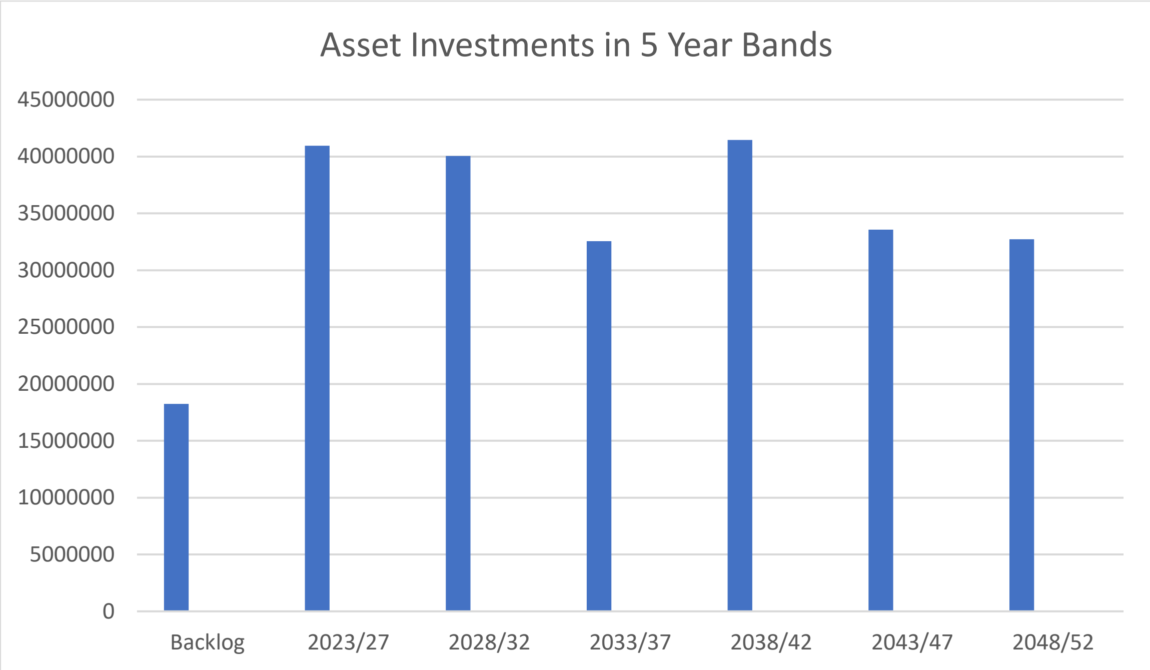
The average unit cost per void property during 2021/22 was £1,748.27.

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

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

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

Asset Investment Needs



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

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

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

Component Replacement Programme

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

Component	**Years 1-10**	**Years 11-20**	**Years 21-30**	**Total**
	£	£	£	**£**
Kitchens	23,310,000	8,482,000	25,911,000	**57,703,000**
Heating Boilers	9,869,000	14,224,000	10,632,000	**34,725,000**
Electrical Systems	7,876,000	15,206,000	4,539,000	**27,621,000**
Landscaping and Boundaries	10,354,000	9,864.000	2,296,000	**22,514,000**
Roofs	7,274,000	5,266,000	6,126,000	**18,666,000**
Bathrooms	5,410,000	6,770,000	5,070,000	**17,250,000**
Windows	5,395,000	5,039,000	2,519,000	**12,953,000**

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

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

Investment Programme 2023/24

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

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

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

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

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

We have identified areas where data relating to estate improvements needs to be improved, and whilst this is done, we have developed an estimate of the future investment need, and this has been added to the financial planning model in anticipation of more detailed information being available. Estate improvements may include improving the public realm and the provision of communal gardens, and play areas, therefore, taking into consideration the quality of the wider neighbourhood in terms of environmental improvement.

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

Strategic Options Appraisal Process

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

Housing churn and long-term empty local authority dwellings evidence the difficulty in letting bedsit[1] schemes for older people and general needs maisonettes and some flats, notably those in high rise blocks, but also some low rise. Although this form of accommodation is still potentially attractive to some prospective tenants and marketing can promote this, it does not meet with modern design principles, for example, HAPPI (Housing our Aging Population Panel for Innovation), nor the aspirations of many older people.

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

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

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

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

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

Demand for Council housing in Lincoln is increasing. In March 2022 there were 1,100 active applicants on the housing register, however, this had increased to 1,568 active applicants by the end of September 2022. Taking into account; the turnover of local authority housing stock, the 2019 housing needs survey, homelessness statistics and the impact of the Right to Buy, we estimate that over the next five years the Council and its housing association partners need to deliver over 300 bungalows[2] (or alternative retirement housing) and around 700 general needs houses to meet demand.

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

6.3 Delivering Affordable Housing to Meet Housing Needs

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

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

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

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

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

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

[2] To have three “liveable” rooms two-bedroom dwellings are promoted.
[3] Increased from 30% to 40% in 21/22

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

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

Estate Regeneration

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

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

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

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

New Build Programme

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

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

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

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

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

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

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

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

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

Acquisitions Programme

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

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

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

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

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

7. Financial Planning

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

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

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

Revenue Budgets

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

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

	2023-24 Estimate £	2024/25 Estimate £	2025/26 Estimate £	2026/27 Estimate £	2027/28 Estimate £
INCOME					
Gross Rental Income					
- Dwellings rents	(32,231,610)	(33,758,390)	(34,622,790)	(35,508,700)	(36,416,570)
- Non-Dwelling rents	(411,870)	(424,240)	(436,960)	(450,070)	(463,570)
Charges for Services & Facilities	(548,410)	(564,710)	(581,480)	(598,770)	(616,570)
Repairs Account Income	-	-	-	-	-
- General	(655,570)	(594,020)	(599,490)	(605,570)	(613,690)
- Special	(39,440)	(39,440)	(39,440)	(39,440)	(39,440)
Contributions towards Expenditure	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Total Income	**(33,936,900)**	**(35,430,800)**	**(36,330,160)**	**(37,252,550)**	**(38,199,840)**
EXPENDITURE					
Repairs Account Expenditure	10,833,960	11,008,670	11,222,320	11,402,750	11,619,310
Supervision & Management:					
- General	6,961,520	7,055,050	7,208,200	7,329,290	7,456,400
- Special	1,990,650	1,958,960	1,990,770	2,022,830	2,053,360
Contingencies	113,880	262,900	262,740	263,370	263,590
Rents, Rates and Other Premises	845,960	878,280	892,820	917,800	936,560
Insurance Claims Contingency	174,000	179,230	184,610	190,150	195,860
Debt Management Expenses	16,000	16,000	16,000	16,000	16,000
- Council Dwellings	7,749,540	7,746,980	7,732,730	7,732,350	7,732,350
Increase in Bad Debt Provisions	250,000	250,000	250,000	250,000	250,000
Total Expenditure	**28,935,510**	**29,356,070**	**29,760,190**	**30,124,540**	**30,523,430**
Net cost of service (per Authority's I/E Account)	**(5,001,390)**	**(6,074,730)**	**(6,569,970)**	**(7,128,010)**	**(7,676,410)**
NET COST OF SERVICE	**(5,001,390)**	**(6,074,730)**	**(6,569,970)**	**(7,128,010)**	**(7,676,410)**
NET COSTS OF SERVICE b/f	**(5,001,390)**	**(6,074,730)**	**(6,569,970)**	**(7,128,010)**	**(7,676,410)**
Gains/Losses on disposal	-	-	-	-	-
Loan Charges Interest	2,355,710	2,436,640	2,377,020	2,376,530	2,303,550
Pension Interest Cost & expected return on Pension Asset	-	-	-	-	-
- Investment Interest	(340,010)	(230,790)	(192,330)	(228,870)	(293,250)
- Mortgages Interest	-	-	-	-	-
SURPLUS ON HRA FOR YEAR	**(2,985,690)**	**(3,868,880)**	**(4,385,280)**	**(4,980,350)**	**(5,666,110)**
Adjusts on Statement of Movement on HRA Bal					
To/(from) Major Repairs Res (DRF)	3,029,520	3,744,170	4,263,420	4,863,800	5,553,800
Contribs to/(from) Reserves:					
- Western Growth Strategy Reserve	-	-	-	-	-
- Insurance Reserve	76,000	70,770	65,390	59,850	54,140
- Invest To Save	(117,220)	(1,260)	-	-	-
-Disrepair Management	-	-	-	-	-

HRA I.T Reserve	35,000	35,000	35,000	35,000	35,000
HRA Business Plan Reserve	-	-	-	-	-
NSAP/RSAP Sinking Fund Reserve	9,000	9,000	9,000	9,000	9,000
De Wint Sinking Fund Reserve	10,610	10,930	11,260	11,600	11,950
(SURPLUS)/DEFICIT in year	**57,220**	**(270)**	**(1,210)**	**(1,100)**	**(2,220)**
Balance b/f at 1 April	(1,063,872)	(1,006,652)	(1,006,922)	(1,008,132)	(1,009,232)
Balance c/f at 31 March	**(1,006,652)**	**(1,006,922)**	**(1,008,132)**	**(1,009,232)**	**(1,011,452)**

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

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

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

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

Capital Budgets

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

HRA Capital Budgets 2023/24 to 2027/28

Budget Heading	2023/24 Budget (£)	2024/25 Budget (£)	2025/26 Budget (£)	2026/2 Budget (£)	2027/28 Budget (£)	Total (£)
Contingency Schemes	298,687.00	250,000.00	250,000.00	250,000.00	262,500.00	**1,311,187.00**
Decent Homes	8,801,726.00	8,471,081.33	8,869,635.35	9,288,117.55	9,752,523.43	**45,183,083.66**
Health and Safety	420,303.00	427,309.91	448,675.41	471,109.18	494,664.64	**2,262,062.14**
Lincoln Standard	275,000.00	286,450.00	300,772.50	315,811.00	331,601.55	**1,509,635.05**
New build programme	1,455,266.80	3,584,055.14	47,892.00	48,850.00	51,292.50	**5,187,356.44**
Other Current Developments	2,037,984.00	1,097,173.56	914,982.14	960,731.24	1,008,767.81	**6,019,638.75**

IT/Infrastructure	237,085.00	-	-	115,299.00	121,063.95	**473,447.95**
Grand Total	**13,526,051.80**	**14,116,069.95**	**10,831,957.40**	**11,449,917.97**	**12,022,413.87**	**61,946,410.99**

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

1. Housing Investment, this includes the Decent Homes and Lincoln Standard improvement programmes, Health and Safety works and Other Current Developments which incorporates landscaping and environmental improvement projects, CCTV systems and improvement works to garage sites. In total we will be investing £54.9million in these projects over the next five years.

2. New Build Programme, this includes various projects to build new homes and the acquisition of one-off properties under the Buy Back and NSAP and RSAP schemes. In total we will be investing £5.1million delivering additional homes over the next five years.

3. IT/Infrastructure, this includes on-going investment in IT systems, hardware, and communication systems. In total we will invest £473,000 in this area over the next five years.

8. Action Plan

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

Action	Date	Who
Revise and update the Lincoln Decent Homes Standard	**February 2023**	**MH**
Revise and update Mould and Condensation Policy and Procedures	**March 2023**	**MH**
Undertake a Housing Needs survey	**March 2023**	**PB**
Introduce Tenancy Verification visits	**April 2023**	**YF**
Develop a methodology for incorporating wider socio-economic factors into estate regeneration planning	**May 2023**	**PB**
Develop a Decarbonisation strategy for CoLC council housing	**May 2023**	**MH**
Develop an estate regeneration strategy	**May 2023**	**YF**
Develop a robust 30-year HRA Business Plan 2024 – 2053	**July 2023**	**DHI**

Undertake an options appraisal of sheltered housing bedsit schemes	**August 2023**	**PB**
Deliver affordable housing at Rookery Lane	**August 2023**	**YF**
Undertake an options appraisal of prefabricated bungalows	**August 2023**	**PB**
Collect Tenant Satisfaction Measure data	**March 2024**	**YF**
Undertake an appraisal of garage sites and other potential infill development sites	**March 2024**	**PB**
Deliver a total of 400 additional homes 2020/21 – 2024/25	**2025**	**DHI**
Deliver the regeneration of Hermit Street, including the provision of additional housing to meet local need	**2025**	**DHI**
Continue to increase the local authority housing stock through the purchase and repair programme	**On-going**	**PB**
Deliver move-on accommodation for former homeless households	**On-going**	**FY**
Deliver additional and replacement general needs, older persons' and specialist housing to meet identified housing need	**On-going**	**PB**

Appendix 1

Housing Strategy Action Plan

Note – insert link to latest version of housing strategy action plan

Appendix 2

Housing and Investment Risk Register

Note – insert link to latest version of the housing risk register

Appendix 3

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

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

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

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

Appendix 4

HRA Development Programme

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

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

Appendix 5

Glossary:

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

Housing Association	A not-for-profit organisation which provides affordable housing. A housing association registered with the Regulator of Social Housing is a private registered provider.
HRA	Housing Revenue Account. This is ring-fenced, landlord account which records expenditure and income arising from the provision of housing accommodation by local housing authorities.
Leasehold properties	When HRA properties are sold through the Right to Buy the former tenant of a bedsit, flat or maisonette becomes a leaseholder.
Lettable standard	Standard of property which each Council home is required to reach before it is let.
Net zero	Net zero refers to achieving a balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere.
Rent Standard	Sets out the rent increases local authorities and housing associations are expected to levy on social and affordable rented housing.
Retained Right to Buy receipts	Often referred to as 1-4-1 receipts, these are receipts received by the Council for Righto 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.