



# business strategy<sup>2011</sup><sub>2016</sub>



# our vision

Providing high quality affordable homes that contribute to sustainable communities

## Mission

To be an excellent landlord that puts people at its heart and provides services that are value for money and meet the aspirations of current and future residents.

## Values

- To have integrity
- To be approachable
- To embrace change
- To be transparent
- To be ethical
- To value diversity

## Who we are

Established in 1919, Railway Housing Association & Benefit Fund (RHA) is a registered charity (reg. no. 216825) and Registered Provider (reg. no A1855); regulated by the Tenant Services Authority and Charity Commission.

## What we do

RHA owns 1,354 units of rented accommodation located in 24 local authority areas in the North East of England and Hereford. This wide geographic spread means that RHA's biggest challenges are ensuring that we provide an equitable service to all, and establishing a presence within each local community.

The areas in which RHA has a significant presence are Doncaster, Hull, York, Durham County and Darlington

Our core business is the provision of accommodation and a management and maintenance service to residents.

Our primary client group is, and for the duration of this plan will remain, older people. There are however some general needs properties in management, the majority of which are in the Darlington area. In addition RHA manages 73 units of leasehold accommodation for the elderly.

## How we are organised

Our governing body (Board of Trustees) comprises eleven members, including two residents. A recent review of our governance arrangements has resulted in a streamlining of the structure which should enable more effective use of board members' time.

Aware of the need to ensure their continuing effectiveness and plan the renewal of skills and experience, the Board has an appraisal process in place on both a collective and individual basis. This ensures that Governance arrangements and RHA's constitution are kept under review.

The National Housing Federation's code 'Excellence in Governance' has been formally adopted by the Board of Trustees.



Forty staff are headed by the Senior Management Team comprising the Chief Executive, Director of Finance, Director of Housing Services, Director of Policy and Director of Asset Management.

The senior team and nineteen staff work from RHA's head office at Bank Top House in Darlington. The remainder are based in RHA's sheltered schemes providing local housing management services.

Reviews have recently been completed of the senior staff and housing services teams to ensure that RHA has in place an organisational structure which can demonstrate continuous improvement and a high level of customer involvement and satisfaction. Satisfaction levels were high at the time of the last 'STATUS' survey which took place in 2008/09. Surveys are carried out on a biennial basis and one is due in early 2011.

## The challenges we face

The new Government has announced significant changes to the regulation and funding of social housing as well as potential changes to tenure and welfare benefits that will affect our business, residents and the communities in which we work. There is currently a great deal of speculation about the impact of the 2010 Comprehensive Spending Review and Review of Social Housing Regulation that will take effect during the lifetime of this Business Strategy.

## Who we work with

RHA's key stakeholders are our existing and future residents, our regulators, funders and local authorities. Listening to and acting upon the views of these stakeholders, and in particular our residents, is crucial if the objectives of this plan are to be successfully met.

The participation and involvement of residents in all aspects of the work of RHA is actively encouraged through a range of forums including armchair

monitors, focus groups and Board membership. Consultation currently takes place in relation to policy development and proposed changes to services or service delivery. We are looking to further develop the role and influence of residents and have engaged the services of TPAS, a consultancy that specialises in tenant involvement, to support this.

This document has been developed in consultation with residents who are members of the focus groups. RHA is working towards a position where residents will begin to take the lead in developing these processes. We recognise that engaging with our residents is crucial in ensuring that our services and accommodation are relevant to current and future needs and aspirations.

A further step in the involvement of residents in the management of the association is the recent development of a resident scrutiny panel to challenge the executive and the board and support the concept of co-regulation.



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# strategic goals

This section shows our key achievements over the previous eighteen months; and details our ongoing commitments and the actions that we intend to take over the next five years in order to achieve our strategic goals. Our goals are presented in such a way as to reflect the six standards introduced in April 2010 by our current regulator, the Tenant Services Authority.

## 1. Customer Service, Resident Involvement and Empowerment

Strategic Goal: *“We will work with customers to develop and deliver excellent services that meet their aspirations. Our services will be provided in an inclusive way that values diversity.”*

### Key Achievements - we have:-

- Reviewed the senior staff structure to ensure customer focus
- Worked to develop a local standard for involved residents
- Doubled the number of residents on the Board
- Identified service improvements by involving residents e.g. a choice of bath or walk in shower offered in new developments, extra electrical sockets to be fitted during certain major works; and the design and programming of a new development was changed to suit residents' priorities.

- Held a resident conference so that residents could identify their priorities for the Association

### Ongoing commitments - we will continue to:-

- Further develop resident involvement
- Increase the capability of residents to have greater influence on decision making and policy development
- Assess resident involvement activities to measure impact

- Review service improvement plans
- Assess service improvement plans to measure impact
- Provide regular feedback on performance to residents
- Update resident profile information and use the information to tailor services
- Promote the Association and our services



New Actions	Lead Officer	Estimated Cost	Origin	Target for Completion	Expected Outcome
Implement 'involvement' service standards as local service offer	Director of Housing Services	Absorbed into existing staff costs	Residents	2011	Increase in satisfaction of involved residents with communication between RHA and themselves
Review customer surveys to minimise paperwork sent to residents	Director of Policy	Absorbed into existing staff costs	Residents	2011	Residents more satisfied with level of paperwork received from RHA
Develop annual training plan for involved residents	Director of Housing Services	Absorbed into existing staff costs & budget	External audit by TPAS	2011	Involved residents more able to influence services and decision making
Involve residents in setting targets for performance indicators	Director of Housing Services	Absorbed into existing staff costs & budget	External audit by TPAS	2012	Performance targets will more accurately reflect residents' priorities
Break down operational performance information into management areas	Director of Housing Services	Absorbed into existing staff costs	External audit by TPAS	2011/12	Performance information more relevant to residents; and equity of service demonstrated
Break down financial costs of services into management areas	Director of Finance	Absorbed into existing staff costs	External audit by TPAS	2011/12	Performance information more relevant to residents; and equity of service demonstrated
Continue to develop, implement and impact assess our equalities framework annually	Director of Policy	Absorbed into existing staff costs and budgets	Staff	2011-2015	Equality of access to services, employment & Board membership
Respond positively to the political environment	Chief Executive	Absorbed into existing staff costs & budgets	Board	2011-2015	Services and policies are adapted to reflect the political environment whilst maintaining high quality services, resident satisfaction and achievement of strategic objectives



## 2. Quality of Accommodation, Repairs and Maintenance

Strategic Goal: *“We will provide warm and safe homes that are maintained to a standard that meets the requirements and expectations of current and future residents, whilst delivering value for money and reducing any negative impact on the environment.”*

### Key Achievements - we have:-

- Introduced whole life costings to maximise value for money
- Developed a local standard for an enhanced service for residents of sheltered schemes
- Introduced monitoring of “right first time” repairs
- Reviewed our Energy Efficiency strategy
- Introduced satisfaction surveys for newly installed adaptations

- Introduced a ‘Stock Viability Assessment’ tool to enable more effective asset management
- Agreed a standard with residents that exceeds the requirements of the Decent Homes Standard

### Ongoing commitments - we will continue to:-

- Aim to complete repairs ‘right first time’ and within agreed timescales
- Monitor our contractors’ performance

- Develop a detailed planned maintenance programme for the next 5 /10 years
- Invest in energy efficiency and environmentally sustainable measures
- Prioritise our investment in existing stock over new developments
- Identify development opportunities, subject to the availability of funding

New Actions	Lead Officer	Estimated Cost	Origin	Target for Completion	Expected Outcome
Implement enhanced repairs service for residents of sheltered schemes	Director of Asset Management	To be absorbed into existing budget	Residents	2011	Increase in resident satisfaction with the repairs services provided to residents of sheltered schemes
Review energy efficiency strategy	Director of Asset Management	Absorbed into existing staff costs	Residents	2011	Improved energy efficiency



New Actions	Lead Officer	Estimated Cost	Origin	Target for Completion	Expected Outcome
Review how energy efficiency strategy is publicised to residents	Director of Asset Management	Absorbed into existing staff costs & budget	Residents	2012	Increased awareness amongst residents about the energy efficiency strategy
Explore more effective methods of sharing information about planned maintenance with residents	Director of Asset Management	Absorbed into existing staff costs & budget	Residents	2011	Increased awareness amongst residents about the planned maintenance programme
Improve resident involvement in planned maintenance	Director of Asset Management	Absorbed into existing staff costs & budget	Residents	2013	Increased resident satisfaction with planned maintenance
Introduce mobile technology for maintenance staff	Director of Finance	Included in £24,000/annum ICT capital budget	Staff	2011/12	More effective and cost efficient use of maintenance staff time
Develop a 'Sustainability' policy	Director of Policy	Absorbed into existing staff costs	Staff	2012	Reduce the negative impact on the environment by RHA
Establish 30 year maintenance plan to inform the financial plan	Director of Asset Management	Absorbed into existing staff costs	Staff	2011	Financial requirements to maintain existing stock are known & can be used to inform the financial plan
Procure & implement new asset management software solution	Director of Finance	£25,000	Staff	2012	More effective and cost efficient use of maintenance staff time
Develop up to 15 units per year from 2014 under the "affordable" housing programme	Director of Asset Management	£1.63 million 2014/2015	Staff	2014	To enable continued development to address housing need



### 3. Tenancy

Strategic Goal: *“We will let our homes in a fair and transparent way to meet housing needs, and keep rents affordable”*

**Key Achievements - we have:-**

- Reviewed resource levels in the housing services team
- Introduced satisfaction surveys for applicants

- Introduced vulnerability questionnaires for applicants
- Reviewed standard letters to applicants to ensure plain English
- Joined the Homeswapper scheme

**Ongoing commitments - we will continue to:-**

- Participate in choice based letting schemes
- Review our lettings policy annually, in consultation with customers
- Review rents in accordance with government guidelines

New Actions	Lead Officer	Estimated Cost	Origin	Target for Completion	Expected Outcome
Implement new arrears management software	Director of Finance	Included in £24,000 per annum ICT capital budget	Staff & Residents	2011	Increase in resident satisfaction with information provided; increased efficiency in debt recovery
Implement new customer web access	Director of Finance	Included in £24,000 per annum ICT capital budget	Staff & Residents	2012	Increased resident satisfaction with website & improved access to information
Implement new contact manager, workflow & electronic document management	Director of Finance	Included in £24,000 per annum ICT capital budget	Staff	2012	More effective and efficient use of staff time
Revise rent setting policy annually, in light of Government requirements	Director of Finance	Absorbed into existing staff costs	Board	2011-2015	Rent increases set in accordance with Government guidelines
Implement “affordable” rents across future re-lets.	Director of Housing Services/ Director of Finance	Absorbed into existing staff costs	Staff	2011-2015	Increased income raised to allow participation in the affordable housing programme



## 4. Neighbourhood

Strategic Goal: *“Our schemes and estates will be safe and attractive, contributing to the well being of local communities. We will work in partnership with other organisations to help promote social, environmental and economic well being.”*

### Key Achievements - we have:-

- Worked to develop a local standard for landscape maintenance
- Introduced estate inspections carried out jointly by residents and staff
- Introduced customer satisfaction surveys for residents who have reported anti social behaviour

### Ongoing commitments - we will continue to:-

- Seek engagement with community groups in areas of stock concentration and engage with Local Strategic Partnerships
- Consult with residents about fencing in communal gardens to provide individual private gardens

- Work in partnership with stakeholders including Local Strategic Partnerships to establish future demand and to promote sustainable communities

New Actions	Lead Officer	Estimated Cost	Origin	Target for Completion	Expected Outcome
Implement local service standard for landscape maintenance	Director of Asset Management	To be absorbed within existing budget	Residents	2011-2015	Increased resident satisfaction with landscape maintenance
Introduce a budget for environmental improvements requested by residents	Director of Housing Services	£3,200 per annum	Residents	2011	Increased resident satisfaction with neighbourhood
Develop local partnerships to tackle issues prioritised by residents	Director of Housing Services	Absorbed within existing staff costs	Residents	2012	Increased resident satisfaction with neighbourhood
Assess car parking provision at each scheme	Director of Asset Management	Absorbed within existing staff costs	Residents	2011-2015	Comprehensive information collated about adequacy of car parking at each scheme



## 5. Value For Money

Strategic Goal: *“We will strive to achieve value for money throughout the organisation.”*

### Key Achievements - we have:-

- Fully implemented a budget management framework
- Introduced whole life costings for renewal of building elements
- Linked budget growth and areas of high spend to business priorities
- Instigated a review of procured services
- Reviewed the procurement of gas safety checks resulting in the

employment of a gas engineer

- Improved our processes for pursuing former tenants’ rent arrears and sundry debts
- Reviewed the voids management process resulting in reduced re-let times and therefore reduced rent loss
- Introduced the ‘mini planned maintenance programme’ of works, which saved £5,000 in 2009/10

- Introduced BACS payments
- Introduced procurement cards

### Ongoing commitments - we will continue to:-

- Review our IT infrastructure to ensure appropriate support to all staff and achieve efficient working systems
- Benchmark the cost and performance of our services

New Actions	Lead Officer	Estimated Cost	Origin	Target for Completion	Expected Outcome
Introduce rolling plan of service reviews	Director of Finance	£4,000 per annum	Staff	2011	Improved performance, customer satisfaction and value for money
Implement new procurement policy	Director of Finance	Absorbed within existing staff costs	Staff	2011	Cost savings and increased value for money
Develop a plan annually to address any issues arising from benchmarking of service costs	Director of Finance	Absorbed within existing staff costs	Staff	2011	Costs & performance compare well with other organisations
Evaluate the cost of managing outlying stock	Director of Finance	£4,000	Staff	2013	Identification of stock that is expensive to manage so that options for rationalisation can be considered



## 6. Governance and Financial Viability

Strategic Goal: *“Our governance structure will be appropriate to the needs of the organisation and effective in ensuring that we are a well managed organisation delivering our aims and objectives. We will have robust and prudent financial controls to ensure our future financial viability.”*

### Key Achievements - we have:-

- Improved our processes for identifying and managing risk
- Implemented a new performance management system
- Reviewed and improved our governance arrangements
- Increased staff awareness of risk
- Assessed the adequacy and effectiveness of our financial controls

- Introduced co-regulation by establishing a resident scrutiny panel

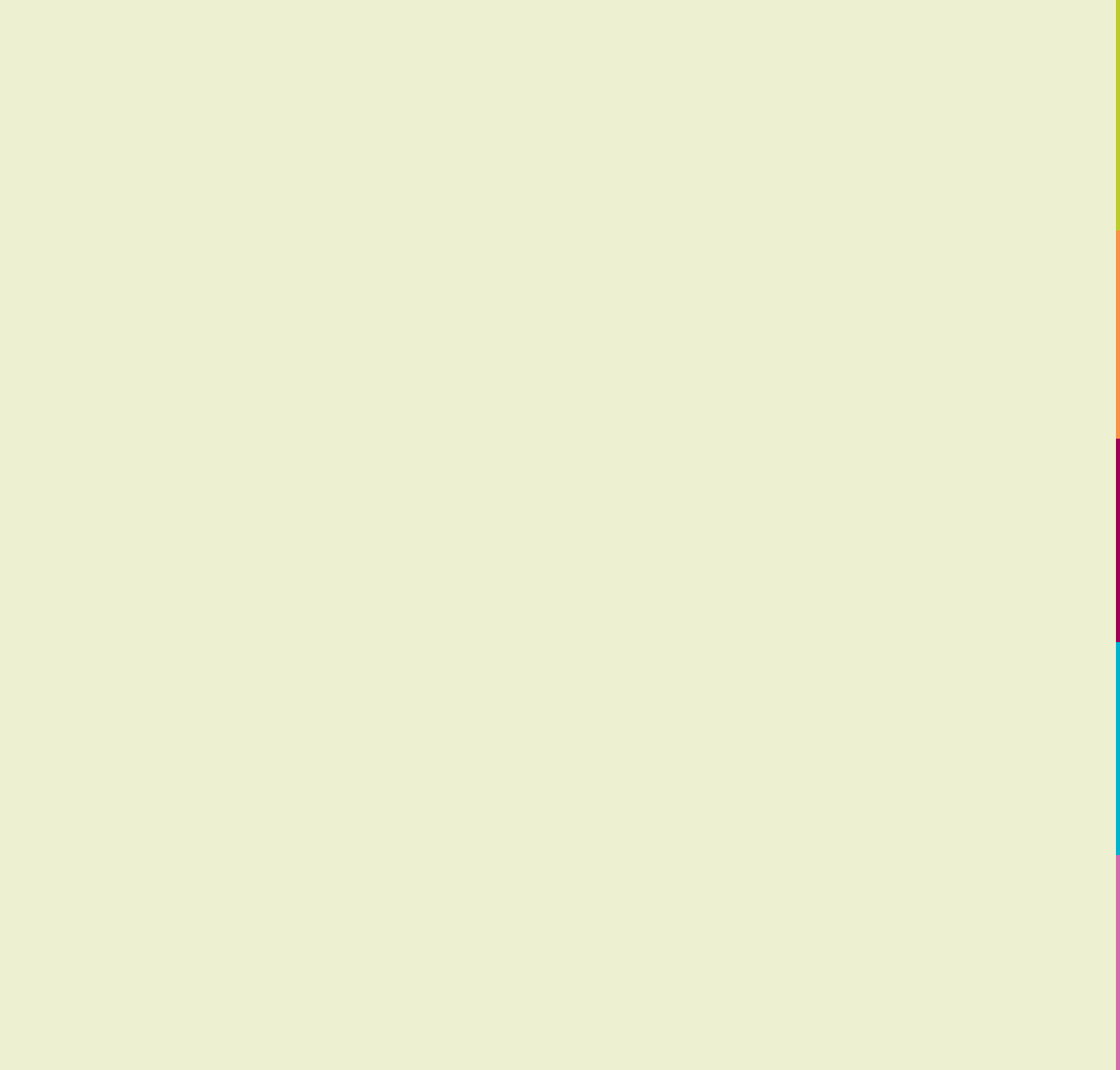
### Ongoing commitments - we will continue to:-

- Maximise income by effective rent and debt collection
- Have in place a five year financial forecast which includes all proposals identified in our Asset Management process

- Carry out external assessment of the effectiveness of the board every three years
- Carry out an internal assessment of the effectiveness of the Board, annually
- Recruit Board members with the necessary skills and qualities
- Continue to develop co-regulation and the resident scrutiny panel

New Actions	Lead Officer	Estimated Cost	Origin	Target for Completion	Expected Outcome
Develop a succession planning process for the Board	Chief Executive	Absorbed into existing staff costs	Staff	2011	Continued effectiveness of the Board with planned renewal of skills and experience
Establish 3 year training plan for Board members	Chief Executive	Absorbed into existing staff costs & budgets	Staff	2011	Board members have required skills & knowledge to be effective
Establish 5 year staff training plan	Chief Executive	Absorbed into existing staff costs & budgets	Staff	2011	Staff have required skills and knowledge to implement business strategy
Establish 30 year financial plan	Director of Finance	Absorbed into existing staff costs	Staff	2011	Ongoing assessment of long term financial viability
Identify smaller organisations for potential mergers	Chief Executive	Absorbed into existing staff costs	Board	2011-2015	Increase in stock numbers & financial viability
Annual assessment of the adequacy & effectiveness of financial controls	Director of Finance	Absorbed into existing staff costs	Staff	2011-2015	Financially viable of the organisation





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# commentary

1. The impact of sensitivity in identified areas of high risk and uncertain forecasts is as follows:

## 1.1. Planned maintenance expenditure

The estimated expenditure is based on the results of stock condition surveys and significant adverse variations are not anticipated.

## 1.2. Mortgage interest rates

The Association has two existing loan facilities in place. One is fully fixed and is therefore not sensitive to movements in interest rates, the second is 80% fixed. A significant movement in interest rates from the levels assumed in the forecast would not therefore have a significant impact on current facilities. The forecast includes a further facility from 2014 that will be 100% fixed; the interest has been assumed at 7.25%.

## 1.3. Development/remodelling

The assumed development expenditure is in respect of new developments and the remodelling of existing stock.

It has been assumed that all new developments will be partly funded by Social Housing Grant, the level for each development being dependent on its size and type, and by affordable rent income from 2014/15 onwards.

## 1.4. Rents Receivable

The Association's rents are within the Tenant Services Authority's current expectations and movement to target rents is assumed to continue where applicable within the annual increase limits set by the Tenant Services Authority.

Approximately 650 properties have been identified for conversion to affordable rents from 2011/12, based on market rent valuations provided by an independent valuer.

The turnover of these properties has been assumed to continue at current rates, averaging at 8% per annum.

## 2. Reserves

The reserve for major repairs/planned maintenance will be increased throughout the term of the five year forecast, assuming that there are no adverse variations, in preparation for significant increases that are expected in the longer term.

The accumulated surplus will be maintained at the higher of 7.5% of net rents due or the minimum unrestricted reserves level (currently £0.3m).

## 3. Conclusion

The main conclusion to be drawn from the financial forecast is that the Association remains financially sound.



# assumptions

## 1. Rents

Movement to target rents within the TSA annual increase limit of RPI+0.5% plus £2 per week (for forecast purposes RPI is assumed at 4.6% in 2011/12 and 2.5% from 2012/13 onwards), affordable rents will also increase by RPI+0.5% per annum

## 2. Voids

1.5% per annum

## 3. Pension costs

Compulsory employer contributions for all employees not currently members of the pension scheme have been included from April 2013 at 3% per annum

## 4. Bad debts

0.25% per annum

## 5. Planned maintenance expenditure

Based on stock condition surveys and options appraisals

## 6. Interest receivable

Cash balances available for investment of £2.5m in 2012/13 and £3.0m per annum thereafter

Interest receivable – 2.5% in 2011/12, 4.5% in 2012/13 and 2013/14, and 5% per annum thereafter

## 7. Contribution to reserve for future development

8% of rents receivable each year, excluding the affordable rent element

## 8. Inflation

The rate of inflation applied to revenue items not noted elsewhere is 3.0% in 2011/12 and 2.5% per annum thereafter

## 9. Operational margin

For affordable housing developments, an operational margin of 22% has been used to determine the management and maintenance costs



# assumptions<sub>cont...</sub>

## 10. Development

**10.1** Internal funding will be provided as required from the contribution of net rents receivable to the capital reserve in each year

**10.2** Affordable housing developments will be partly funded by affordable rent income, arising from both affordable housing developments and the conversion of existing social housing properties

**10.3** The remainder of the funding will be from the loan facility agreed in September 2009, the balance of which will be drawn down by September 2012, and the new facility to be agreed in 2014

**10.4** The forecast assumes that net expenditure in respect of development and remodelling is as follows:

**10.5** It has been assumed that the remodelled units will produce an income equivalent to the pre-remodelled units and the impact on rents receivable will be neutral

**10.6** New social housing units have been assumed to generate rental income at 5% above target level, increasing rents receivable on completion, and affordable housing units developed will generate affordable rents i.e. 80% of market rents (including service charges where applicable)

**10.7** It has been assumed that a further 16 units of affordable housing will be developed beyond the term of this forecast

**10.8** The viability and impact of other developments within the period of the plan and into the future, which may be partly funded by Social Housing Grant, will be considered on an individual scheme basis

Scheme	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000
<b>Developments:</b>					
Hillingdon, Spennymoor	212				
Newton Thorpe Cottages, Swanland	1,337	944	573		
Affordable housing developments				1,575	1,575
<b>Remodelling:</b>					
Tempest Anderson House	50				
Other remodelling/ development expenditure	60	210	210	210	210
<b>Total</b>	<b>1,659</b>	<b>1,154</b>	<b>783</b>	<b>1,785</b>	<b>1,785</b>



# housing revenue budget 2011/12 and forecast to 31 march 2016

	Budget 2011 / 12 £000's	Year Ended 31-Mar 13 £000's	Year Ended 31-Mar 14 £000's	Year Ended 31-Mar 15 £000's	Year Ended 31-Mar 16 £000's
<b>Income</b>					
Rents receivable	4,470	4,731	4,954	5,169	5,449
Service charges	652	669	686	703	721
Support charges	-	-	-	-	-
	<b>5,122</b>	<b>5,400</b>	<b>5,640</b>	<b>5,872</b>	<b>6,170</b>
Less - voids	-77	-81	-85	-88	-93
<b>Net rents due</b>	<b>5,045</b>	<b>5,319</b>	<b>5,555</b>	<b>5,784</b>	<b>6,077</b>
Interest receivable	52	113	135	150	150
Other income - rates allowances	22	23	24	25	26
- LSE service charges	76	78	80	82	84
- miscellaneous	4	4	4	4	4
<b>Total Income</b>	<b>5,199</b>	<b>5,537</b>	<b>5,798</b>	<b>6,045</b>	<b>6,341</b>



# housing revenue budget 2011/12 and forecast to 31 march 2016

	<b>Budget 2011/12</b>	<b>Year Ended 31-Mar 13</b>	<b>Year Ended 31-Mar 14</b>	<b>Year Ended 31-Mar 15</b>	<b>Year Ended 31-Mar 16</b>
	£000's	£000's	£000's	£000's	£000's
<b>Expenditure</b>					
Administration - staff costs	1,078	1,097	1,129	1,158	1,188
- office overheads	534	549	564	584	597
- other expenses	51	52	53	54	55
Bank charges & interest payable	4	4	4	4	4
Bad debts	13	13	14	14	15
Abortive development costs	50	50	50	50	50
Property insurance	43	46	48	50	53
Water rates - payable	281	288	295	302	310
- less receivable	-281	-288	-295	-302	-310
Maintenance - day to day	270	276	283	290	297
- voids	72	74	76	78	80
- cyclical	95	107	134	122	76
- planned maintenance	562	388	383	385	758
Management & maintenance-affordable development	-	-	-	-	60
Disabled adaptations	40	41	42	43	44
Service & support costs	748	767	786	806	826
LSE service costs	117	120	123	126	129
Property depreciation	322	326	389	393	397
Mortgage interest payments & simliar charges	513	535	549	725	825
<b>Total Expenditure</b>	<b>4,512</b>	<b>4,445</b>	<b>4,627</b>	<b>4,882</b>	<b>5,454</b>
<b>Surplus for the year</b>	<b>687</b>	<b>1,092</b>	<b>1,171</b>	<b>1,163</b>	<b>887</b>



financial forecast 2011 - 2016

## cash flow forecast from 1 april 2011 to 31 march 2016

Year ending	31-Mar 12 £000's	31-Mar 13 £000's	31-Mar 14 £000's	31-Mar 15 £000's	31-Mar 16 £000's
<b>Net cash inflow from operating activities</b>	<b>1,455</b>	<b>1,827</b>	<b>1,816</b>	<b>2,124</b>	<b>1,950</b>
Interest received	52	113	135	150	150
Interest paid	-508	-530	-544	-713	-817
<b>Net cash in/out(-) flow</b>	<b>999</b>	<b>1,410</b>	<b>1,408</b>	<b>1,561</b>	<b>1,283</b>
Net cash in/out(-) flow from investing activities	-1,015	-1,721	-191	-1,843	-1,742
Net cash in/out(-) flow from financing	-19	865	1,379	1,377	-256
<b>Increase/decrease(-) in cash &amp; cash equivalents</b>	<b>-34</b>	<b>555</b>	<b>2,596</b>	<b>1,095</b>	<b>-715</b>
Cash balance b/f	4,521	4,487	5,042	7,638	8,732
<b>Cash balance c/f</b>	<b>4,487</b>	<b>5,042</b>	<b>7,638</b>	<b>8,732</b>	<b>8,017</b>



# estimated reserves forecast to 31 march 2016

	Budget 2011/12 £000's	Year Ended 31-Mar 13 £000's	Year Ended 31-Mar 14 £000's	Year Ended 31-Mar 15 £000's	Year Ended 31-Mar 16 £000's	
Surplus for the year	687	1,092	1,171	1,163	887	
<b>Transfer (to)/from reserves</b>						
<b>Reserve for Future Development</b>						
To(-) - percentage of rent receivable	-356	-373	-387	-400	-412	
From - internal funding	890	154	783	155	155	
<b>Reserve for Affordable Development</b>						
To(-) - additional income from affordable rents	-22	-66	-112	-161	-215	
From - affordable development financing costs	-	-	-	166	247	
<b>Major Repairs/Planned Maintenance Reserve</b>						
To(-) - equalisation of expenditure	-929	-929	-929	-929	-929	
From - actual expenditure	562	388	383	385	758	
<b>Reserve Financing Capital Expenditure</b>						
To(-) - loan principal repaid	-19	-154	-251	-253	-256	
To(-) - internal funding	-890	-154	-783	-155	-155	
<b>Other Reserves</b>	76	-	-	-	-	
<b>Transfer to/(from) Accumulated Surplus</b>	<b>-1</b>	<b>-42</b>	<b>-125</b>	<b>-29</b>	<b>80</b>	
<b>Estimated Reserves at end of year</b>						
	2010/11 £000's	Budget 2011/12 £000's	Year Ended 31-Mar 13 £000's	Year Ended 31-Mar 14 £000's	Year Ended 31-Mar 15 £000's	Year Ended 31-Mar 16 £000's
Reserve for Future Development	781	247	466	70	315	572
Reserve for Affordable Housing	-	22	88	200	195	163
Major Repairs/Planned Maintenance	125	492	1,033	1,579	2,123	2,294
Accumulated Surplus	616	615	573	448	419	499
Reserve - Financing Capital Expenditure	12,898	13,807	14,115	15,149	15,557	15,964
<b>Total Estimated Reserves</b>	<b>14,420</b>	<b>15,183</b>	<b>16,275</b>	<b>17,446</b>	<b>18,609</b>	<b>19,492</b>



### English

Information can be made available in other languages, or other formats such as Braille, large format or audio tape, on request.

### Arabic:

يمكن توفير المعلومات بلغات أخرى و صيغ أخرى مثل طريقة بريل أو شرائط سمعية ، حسب الطلب

### Bengali:

আপনি অনুরোধ করলে এই তথ্যগুলি অন্য ভাষাতে, অথবা অন্য কোনো মাধ্যমে যেমন ব্রেইল-এ বা অডিও টেপে, পাওয়া যেতে পারে।

### Somali:

Faahfaahinta waxa kale oo aad ku heli kartaa luuqadaha kale, ama siyaabo kale, sida Farta waaweyn ama canjal maqal ah, waana in aad soo codsato.

### Turkish:

Talep üzerine bu bilgi diğer dillerde veya görme engelliler için kabartma alfabesi ve ses bandı formatında da temin edilebilir.

### Urdu:

یہ معلومات دیگر زبانوں اور دوسری صورتوں جیسا کہ بریل (نابینا افراد کے لیے خصوصی عبارت) یا آڈیو ٹیپ پر بھی فراہم کی جاسکتی ہیں۔

## Railway Housing Association

Bank Top House, Garbutt Square,  
Neasham Road, Darlington DL1 4DR  
Tel: 01325 482125 Fax: 01325 384641  
Web: www.railwayha.co.uk

Registered Social Landlord:  
A1855 Registered Charity: 216825  
MEMBER OF THE HOUSING  
OMBUDSMAN SERVICE

