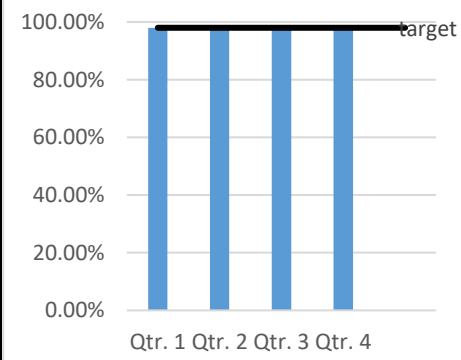

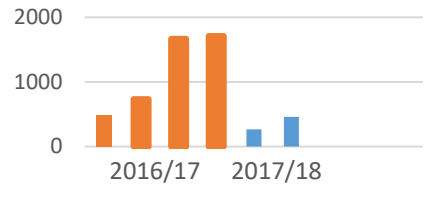



Assets & Investments Housing Delivery								
Our Outcome -The public sector has the ability to invest, and a portfolio of assets to develop. We will maximise the contribution made by our own and other public sector land and property assets, and we will invest in new assets, in order to generate additional income and to achieve our strategic priorities								
What success looks like? The Council is financially sustainable, without direct government support, with all funding being secured from council tax, business rates and incentivised government funding, as well as our own commercial activities. The Council is managing a portfolio of property assets in a coordinated and efficient way, optimising our housing assets and resources, and maximising the return on the property we own for investment purposes.								
	Apr - Jun 2017			July - Sept 2017		Oct - Dec 2017		Jan - Mar 2018
Main Achievements				1. HRA scenario testing has resulted in more robust, sustainable HRA Business Plans 2. Compliance Review findings has resulted in improvements to reporting lines, accountability and more robust policies around Health & safety and Legionnaires 3. Working with the Universal Credit Group is minimising the associated risks from UC roll-out		1. The offices at Needham Market are now being used on a temporary basis by the Suffolk Police dog unit for training general use German Shepherds and specialist spaniels and Labradors. The training takes place at ad-hoc times of day or night and the council's insurers are more than happy about the additional deterrent this provides as well as the 24/7 security staff we already have on site. MSDC is a member of the Suffolk Property Partnership – Suffolk's public bodies working together to make best use of the public sector estate, and is not charging its partner organisation for this temporary use		1. The purchase of the former Nat West Bank in the market place at Stowmarket has been completed, this has the potential to link with the John Peel Centre, supporting regeneration of the town. 2. From February 18, BMBS now has a full compliment of team leaders. 3. A restructure within Tenant Services has brought all tenant-related services (housing management, income management, estate management, allocations and voids, leasehold management, right-to-buy and sheltered housing) together under one Corporate Manager, Lee Crowdell. The policies and procedures for these service areas will be reviewed over the coming year to improve overall service delivery while increasing value for money and effectiveness
Impact on communities / the way we work								1. This is an example of achieving the Council's vision " We will work to ensure the economy, environment and communities in Mid Suffolk continue to thrive and achieve their full potential" 2. This will increase the level of capacity in supervision and planning of works and will improve service delivery.
JSP: Manage our housing assets effectively We will need to transform our approach to our tenants and housing stock to manage within reducing resources We are investigating and will implement short-term improvements in efficiency and effectiveness of the current housing management arrangements We will explore longer-term options for making best use of our housing assets We will seek to reduce our carbon footprint and make our housing sustainable								
Tracking Indicator	Linked to	Data	Total	Target (by 2026/27)	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Headroom within Housing Revenue Accounts.	I1	2016/17 Qtr. 4 2017/18	£4.1m	£6.4m			At time of Budget setting need to decide whether target is set: i) to reduce the Headroom to £X or	Our robust HRA Business planning offers Members and Tenants peace of mind that we are compliant with HRA regulation in relation

Appendix D

Cabinet Member Jill Wilshaw Responsible Officer: Tricia Anderson Corporate Manager: Tricia Anderson		Qtr. 4				MSDC	ii) keep it at a level close to the Debt Cap to enable us to maximise that available to MSDC so we can build new homes.	to accounting, rents and treasury management. Note: Not available until 31 May 2018 due to year end not closing until then
Tracking Indicator	Linked to	Data	Total	Target (2026/27)	Trend	Council	Report on Progress	Additional comments/ comparisons
T2 Reducing the Budget vs Actual Variance NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer: Tricia Anderson Corporate Manager: Tricia Anderson	11, 12	2016/17 Qtr. 4 2017/18 Qtr.4	91.60%	5%		MSDC	Regular budget monitoring and effective financial controls and procedures will reduce the variances between budget and actual	There will continue to be unexpected costs incurred but holding an amount in contingency can reduce the impact of these Note: Not available until May 2018 due to year end not closing until then
Tracking Indicator	Linked to	Data	Total	Target 2018	Trend	Council	Report on Progress	Additional comments/ comparisons
T3. New build - houses built for HRA Cabinet Member Nick Gowrley Responsible Officer: Anne Bennett Corporate Manager: Anne Bennett	13, 14	2016/17 Qtr. 4 2017/18 Qtr. 4	17	65 across both councils		MSDC	Shared ownership properties proving to be a popular option New pipeline Any slippages in overall timetable due to planning conditions or adverse weather	A 3 year programme (2015-18) to deliver 65 new homes across Babergh and Mid Suffolk Districts by 31 March 2018
Tracking Indicator	Linked to	Data	Total	Target (by 2021/22)	Trend	Council	Report on Progress	Additional comments/ comparisons
T4. Surplus generated by in house trades team Cabinet Member Jill Wilshaw Responsible Officer: Justin Wright-Newton Corp' Manager: Justin Wright Newton	15, 16	2017/18 Qtr. 4		£97,000		MSDC	It is forecast that BMBS will perform as follows :- Yr 1 £158k deficit, Yr2 £110k deficit, Yr3 £65kdeficit, Yr4 £11k deficit and Yr 5 £97k surplus	This measure monitors inputs, outputs, expenditure and potential income generation to inform future business decisions Note: Not available until 31 May 2018 due to year end not closing until then
Tracking Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
T5. % of local authority housing rent (incl. garages) collected NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer: Lee Crowdell Corporate Manager: Lee Crowdell	17, 18	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	97.98% 97.81% 97.60% 97.46%	98%		MSDC	Last Update 04/18 The Mid Suffolk team have felt some impacts on their overall capacity over the past 6 months or so, with staff changes within the team and considerable time commitments given over to the UC project. These have affected their ability to meet target. However, the next 12 months are expected to be much more settled.	Rent loss due to Voids and Write-offs are taken into account
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I1. Housing Revenue Account Capital programme expenditure (£,000's) Cabinet Member Jill Wilshaw Responsible Officer: Heather Worton	T1, T2	2016/17 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	488 733 1666 1709	4800			A stock condition survey will be carried in 2017/18 after which a review of the 30 year Capital programme will take place. Current forecasts from 2018/19 are based on £1,100 per dwelling	Target; to reduce the overspend so Actuals are equal to or lower than budget. This is to be achieved whilst still maintaining a good service to our customers ensuring they are living in council dwellings as per the decent

Appendix D

Corporate Manager: Heather Worton		2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	267 457	3400		MSDC	homes standard. This will enable MSDC to reduce their debt therefore avoiding reaching the debt cap in the next 5 years. Note: Not available until 31 May 2018 due to year end not closing until then	
Influencing Indicator	Linked to	Data	Total	Target (by 2022/23)	Trend	Council	Report on Progress	Additional comments/ comparisons
I2. Reduce the amount MSDC subsidises Sheltered Housing service charges NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer: Lee Crowdell Corporate Manager: Lee Crowdell	T2	2017/18 Qtr. 4		£0		MSDC	Each year when setting the Budget there is a request to increase the service charge by a certain % but capped at a £ level (£4 in 2017/18). The weekly amount paid can be measured against other social care providers to prove how much less we are charging (average £2 per week in 2016/17)	Last Update 04/18 The cost of providing support services to Sheltered Housing tenants is not fully recovered and at the end of 2016/17 the subsidy was £100k app. This needs to be reduced to £0 as the other residents are funding this from their rent when it should be used to benefit them
Influencing Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I3. Capital generated by sale of non-viable housing stock Cabinet Member Nick Gowrley Responsible Officer: Lynn Morris + Justin Kerry Corporate Manager: Jill Pearmain	T3	2016/17 Qtr. 4 2017/18 Qtr. 1 Qtr.2 Qtr.3 Qtr.4	£781,000 £194,785 £0 £0 £0			MSDC		By disposing of our non-viable housing stock, we can reinvest capital into building homes in the right places for the right needs.
Tracking Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I4. Acquisitions - houses/s acquired for the HRA Cabinet Member Nick Gowrley Responsible Officer: Anne Bennett Corporate Manager: Anne Bennett	T3	2016/17 Qtr. 4 2017/18 Qtr. 4	19			MSDC		We need to demonstrate that we are using the RTB Receipts wisely and for the benefit of the community on an annual basis and in total to prevent having to return the unspent funds to the Government.
Influencing Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I5. % of calls passed on to housing team by contact centre Cabinet Member Glen Horn Responsible Officer: Claire White		2016/17 Qtr. 4 2017/18 Qtr. 4	2% (784) 1.37%(133)			Both	2017/2018 1.37% represents 133 calls. Not able to split between authorities.	Supports 'no wrong door' policy by demonstrating the majority of customers are being dealt with at first point of contact i.e. the contact centre.
Influencing Indicator	Linked to	Data	Total	Target annual	Trend	Council	Report on Progress	Additional comments/ comparisons
I6. Attendance at Toolbox talks (BMBS)	T4	2017/18 Qtr. 1	93.75%	100%			Latest Update 04/18 We are not able to split this measure	'Toolbox' is a staff / operative forum to keep staff informed on a timely basis. Measuring

Appendix D

<p>Cabinet Member Jill Wilshaw Responsible Officer: Justin Wright Newton Corporate Manager: Justin Wright Newton</p>		<p>Qtr. 2 93.00% Qtr. 3 93.00% Qtr. 4 95.20%</p>				Both	<p>across each authority. In quarter 2 and 3 there was a slight drop in attendance due to staff attending college and emergency callouts. When staff cannot attend the sessions the individuals are updated at a later time so everyone has the same information and engagement.</p>	<p>staff involvement and engagement will identify further development needs for the service and will enable BMBS to effectively and efficiently contribute toward transforming our approach to our tenants and housing stock, whilst managing within reducing resources.</p>
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>17. % of housing rent collected by Direct Debit NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer: Polly Bearman Corporate Manager: Lee Crowdell</p>	T5	<p>2017/18 Qtr. 1 44% Qtr. 2 44% Qtr. 3 44% Qtr. 4 44%</p>		Increase		MSDC	<p>Latest Update 04/18 The use of direct debit has remained more or less static throughout the year. Consideration will be given in 2018/19 to finding more ways of encouraging the use of direct debit</p>	<p>Last Update 04/18 Qtr 1 – 21% tenants on Full Benefit, Qtr 2 21% tenants on Full Benefits, Qtr 3 21% tenants on Full Benefits, Qtr 4 21% tenants on Full Benefits</p>
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<p>18.% of housing rent Direct Debit payments that failed NEW MEASURE Cabinet Member Jill Wilshaw Responsible Officer: Polly Bearman Corporate Manager: Lee Crowdell</p>	T5	<p>2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4</p>		Increase		MSDC	<p>Last Update 04/18 awaiting data - currently interrogating reporting systems</p>	<p>Last Update 04/18 awaiting data - currently interrogating reporting systems</p>