## APPENDIX D

## **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		<ol> <li>Compliance Review findings has resulted in improvements to reporting lines, accountability and more robust policies around Health &amp; Safety and Legionnaires,</li> <li>Working with the Universal Credit Group is minimising the associated risks from UC rollout</li> </ol>	tenants and local authority from Universal Credit.  2. Digital sign up for new tenants allowing flexibility and greater efficiency.  3. Long Melford residents, businesses and visitors to benefit as BDC transfers ownership of boarded up public convenience to the Parish Council for visitor information centre, new loos and parish room facility.	compliment of team leaders.
Impact on communities / the way we work				<ol> <li>This is an example of achieving the Council's vision " To create an environment where individuals, families, communities and businesses can thrive and flourish".</li> <li>This will increase the level of capacity in supervision and planning of works and will improve service delivery.</li> </ol>

## JSP: Manage our housing assets effectively

We will need to transform out 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 2026/27	Trend	Council	Report on Progress	Additional comments/ comparisons
T1. Headroom within Housing Revenue	I1	2016/17					At time of budget setting need to decide	Robust HRA Business planning offers Members
Accounts		Qtr. 4					whether target is set:	and Tenants peace of mind that we are
			£13.1m				i) to increase Headroom to £x or	compliant with HRA regulation in relation to
Cabinet Member Jan Osborne		2017/18	Į	633.6			ii) to keep it at a level close to Debt cap to	accounting. rents and treasurv management.

Responsible Officer Tricia Anderson Corporate Manager Tricia Anderson		Qtr. 4		±32.6m		RDC	enable us to maximise the amount available toward building new homes	Note: Not available until 31 May 2018 due to year end not closing until then
Cabinet Member	Linked to	Data	Total	Target (2026/27)	Trend	Counci	Report on Progress	Additional comments/ comparisons
T2. Reducing the Budget versus Actual Variance NEW MEASURE Cabinet Member Jan Osborne Responsible Officer Tricia Anderson Corporate Manager Tricia Anderson	12	2016/17 Qtr. 4 2017/18 Qtr. 4	4.80%	5%		BDC	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 31 May 2018 due to year end not closing until then
Tracking Indicator	Linked to	Data	Total	Target 2018	Trend	Counci	Report on Progress	Additional comments/ comparisons
T3. New build - houses built for HRA  Cabinet Member Frank Lawrenson Responsible Officer Anne Bennett  Corporate Manager Anne Bennett	13 & 14	2016/17 Qtr. 4 2017/18 Qtr. 4	12	65 across both councils		BDC	Shared ownership properties are 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 in the Babergh and Mid Suffolk districts by 31 March 2018.  Last Update 05/18  This information will be provided as quarterly data moving forward
Tracking Indicator	Linked to	Data	Total	Target (by 2021/22)	Trend	Counci	Report on Progress	Additional comments/ comparisons
T4. Surplus generated by in house trades team  Cabinet Member Jan Osborne Responsible Officer Justin Wright-Newton Corp' Manager Justin Wright-Newton	15 & 16	<b>2017/18</b> Qtr. 4		£98,000		BDC	Performance forecast: Yr 1 £158k deficit. Yr2 £110k deficit. Yr3 £65k deficit. Yr4 £11k deficit. Yr 5 £98k 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 (cumulativ e)	Target	Trend	Counci	Report on Progress	Additional comments/ comparisons
T5. % of local authority housing rent (incl.garages) collected  NEW MEASURE  Cabinet Member Jan Osborne  Responsible Officer Adam Howley  Corporate Manager Lee Crowdell	17 & 18	2017/18 Qtr.1 Qtr.2 Qtr.3 Qtr.4	98.39% 98.33% 98.17% 98.11%	98%	100.00% 90.00% 80.00% 70.00% 60.00% 40.00% 30.00% 20.00% 10.00% Qtr.1 Qtr.2 Qtr.3 Qtr.4	BDC	Latest Update April 2018 The roll-out of Universal Credit is having some impact on rent arrears, although a close working relationship with the DWP is helping to mitigate that as far as possible.	Rent loss due to Voids and Write-offs has been taken into account.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Counci	Report on Progress	Additional comments/ comparisons
I1 Housing Revenue Account Capital programme expenditure (£,000's)  Cabinet Member Jan Osborne Responsible Officer Heather Worton	T1, T2	2016/17 Qtr.1 Qtr.2 Qtr. 3 Qtr. 4	379 942 1913 3204	4631	5000		be carried in 2017/18 after which a review of the 30 year Capital programme will take place. Current forecasts from	Target is 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 homes

Corporate Manager Heather Worton		2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	313 513	3400	2000 1000 0 2016/17 2017/18	BDC		standard. This will enable BDC to channel resources to other areas, such as New Homes. 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 BDC subsidises Sheltered Housing service charges NEW MEASURE Cabinet Member Jan Osborne Responsible Officer Lee Crowdell Corporate Manager Lee Crowdell	Т2	<b>2017/18</b> Qtr. 4		£O		BDC	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 £8 per week in 2016/17)	The cost of providing support services to Sheltered Housing tenants is not fully recovered and at the end of 2016/17 the subsidy was £400k 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  Note: Not available until 31 May 2018 due to year end not closing until then
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 Frank Lawrenson Responsible Officer Justin Kerry + Lynn Morris  Corporate Manager Jill Pearmain	Т3	2016/17 Qtr. 4 2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	£624,500 £0 £0 £0 £0			BDC		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 acquired for the HRA  Cabinet Member Frank Lawrenson Responsible Officer Anne Bennett Corporate Manager Anne Bennett	Т3	2016/17 Qtr.4 2017/18 Qtr.4	13			BDC		We must demonstrate that we use Right to Buy [RTB] Receipts wisely and for the benefit of our community on an annual basis and in total to prevent having to return 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 / BMBS by contact centre  Cabinet Member Peter Patrick Responsible Officer Claire White	Т4	<b>2016/17</b> Qtr. 4 <b>2017/18</b> Qtr. 4	2% 1.37%		2% 0% 2016/17 2017/18	D. II	2016/17 - 2% of the call passed is 784 calls. 2017/2018 - 1.37% of the calls	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	Trend	Council	Report on Progress	Additional comments/ comparisons
I6. Attendance at toolbox talks (BMBS)  Cabinet Member Jan Osborne Respond' Officer Justin Wright-Newton Corp' Manager Justin Wright-Newton	T4	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	93.75% 93.00% 93.00% 95.20%	100%	100.00% target  80.00%  40.00%  20.00%  Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	Both	Latest Update 04/18 We are not able to split this measure to across each authority. In quarter 2 and 3 there was a slight drop in attendance due 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.	'Toolbox' is a staff / operative forum to keep staff informed on a timely basis. Measuring the 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.
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
I7. % of housing rent collected by Direct Debit NEW MEASURE Cabinet Member Jan Osborne Responsible Officer Polly Bearman Corporate Manager Lee Crowdell	T5	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4 2018/19 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	43% 42% 43% 42%	42%	50%  40%  30%  20%  Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4		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 was of encouraging the use of direct debit	Last Update 04/18  Qtr 1 – 26% tenants on Full Benefit, Qtr 2 26% tenants on Full Benefits, Qtr 3 25% tenants on Full Benefits, Qtr 4 25% tenants on Full Benefits
Influencing Indicator	Linked to	Data	Total	Target	Trend	Council	Report on Progress	Additional comments/ comparisons
<ul> <li>18. % of housing rent Direct Debit payments that failed</li> <li>NEW MEASURE</li> <li>Cabinet Member Jan Osborne</li> <li>Responsible Officer Polly Bearman</li> <li>Corporate Manager Lee Crowdell</li> </ul>	T5	2017/18 Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4					Last Update 04/18 awaiting data - currently interrogating reporting systems	Last Update 04/18 awaiting data - currently interrogating reporting systems