

Vision 1. The housing market functions effectively, providing homes which are as affordable as possible; to meet the needs of residents and support the local economy

We will create the conditions for effective Planning and Development by:

	Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
1a	Producing a Joint Local Plan to provide clear policy and direction to all involved with site allocations that are deliverable, supported by an Infrastructure Delivery Plan	BMSDC Planning Policy Team / Infrastructure Team	Maintaining an up to date timetable for the production of the Joint Local Plan and the Infrastructure Delivery Plan.	Joint Local Plan comprising development policies including those providing for land allocations together with a sound and evidenced Infrastructure Delivery Plan.	Regulation 18 Preferred Option Draft to Councils. Regulation 19 Submission Draft to Council. Formal submission. Adoption.	Public consultation on the next version of the emerging Joint Local Plan anticipated in Summer 2019.	The provision of an up to date Local Plan and Infrastructure Delivery Plan is advocated by the revised National Planning Policy Framework. It is imperative that planning policies are kept up-to-date and that both policies and the sites contained within the Joint Local Plan are deliverable.
1b	Ensuring a smarter and improved pre-application process	BMSDC Development Management	Reviewing our pre-application process	Getting our pre-application process right first time such that application decision is consistent with pre application advice	Customer Survey - April 2019 for feedback	Presentation of report to both Councils Cabinet in respect of revisions to existing scheme in March 2019	Current scheme introduced on 1st July 2017. Proposed changes intend to review costings and offer under existing scheme.
1c	Ensuring applications are approved on time and Section 106 agreements are signed off promptly	BMSDC Development Management	Regular monitoring by individual Team Managers and all Officers	No delay to planning applicant determination	Ongoing and publication of statistics to confirm performance and outcomes	Ongoing and publication of statistics to confirm performance and outcomes	Delays to applications can create unnecessary additional work and potential reputational risk.
1d	Discharging planning conditions promptly to ensure development can commence	BMSDC Development Management	Admin support is now in place to support Officers to monitor and chase technical consultation response to make decisions on conditions quickly.	No delays in the discharge of planning conditions	Ongoing and active monitoring on a weekly basis	Ongoing and active monitoring on a weekly basis	To ensure that there are no delays associated with discharge of planning obligations so that commencements on site from approved developments can be timely.
1e	Viability testing of proposed land allocations at plan making stage	BMSDC Infrastructure team	Appointment of Consultants who are reviewing the draft charging regime for Community Infrastructure Levy (CIL) together with the Infrastructure requirements of each land allocations to ensure that all site allocations are viable and therefore deliverable	Deliverable land allocations where all the infrastructure requirements can be provided through s106 and CIL.	To meet the Joint Local Plan and Infrastructure Delivery Plan timetable as set out above	To meet the Joint Local Plan and Infrastructure Delivery Plan timetable as set out above	Viability testing of land allocations and planning policies (to ensure deliverability) is required as part of the revised National Planning Policy Framework.
1f	Reviewing stalled sites to ensure blockages and delays to development are resolved	BMSDC Infrastructure Team	Amended Brief for the delivery of the Unblocking Stalled sites project. Appointment of a Consultant in December 2018 with the amended Brief.	Development of a database and an approach to unblocking stalled sites. Production of a report which outlines intelligence around the housing market which will provide a foundation for the Strategy which will comprise the Councils Housing Delivery Action Plans.	Task 1 Development of a database Task 2 Development of Approach Task 3 Engagement with stakeholders Task 4 Develop Council Strategy Task 5 Engage with Officers Members and completion of councils Housing Delivery Action Plans.	Task 1 - 31st Jan 2019 Task 2 - 28th Feb 2019 Task 3 - 22nd March 2019 Task 4 - 3rd May 2019 Task 5 - 24th May 2019	In order to increase the supply of new housing an unblocking stalled sites project has been developed. A Consultant has been appointed with a delivery timetable of January 2019 to the end of May 2019
1g	Creating a flexible approach to tenure mix to accelerate delivery	BMSDC Strategic Housing Team	Write the Affordable Housing Supplementary Planning Document (AHSPD) to clarify approach to tenure balance and degree of flexibility that assists housing delivery whilst still meeting housing needs.	Production and adoption of Affordable Housing SPD linked to adoption of Joint Local Plan. Inclusive of guidance on Community-led housing, and specialist housing provision.	Cabinet report produced for consideration of Draft Affordable Housing SPD and approval to go out to consultation. Draft AHSPD out for consultation across internal and external stakeholders. Consultation responses then analysed. Final version prepared and considered by both Cabinets for formal adoption.	Timetable dependent upon progress of the JLP. To be reviewed when JLP timescale firmed up.	In order to increase certainty around delivery and supply, it may be necessary to flex the standard tenure mix split to maximise the amount of affordable homes delivered. This in practice is the pragmatic approach if there are financial viability issues on a site.

We will increase New Housing Delivery by:							
Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background	
1h	Developing new private homes through Council owned housing companies	BMSDC Housing Development Team	Ensure the delivery of the Affordable Homes Programme has the resources to deliver at speed. Aim to maximise the level of grants from various pots to ensure that the homes can be subsidised and therefore let at an affordable /social rent. We will maximise the use of our own land/assets. We will engage with planners and consultants at an early stage to help increase the speed of delivery.	We have a programme to deliver 414 homes for the Councils own affordable homes programme. Approx. 300 of these will be new build.	Various development milestones all ongoing.	We have a 3-5 year rolling programme.	Using funds within the Housing Revenue Account, Right to Buy Receipts and availability of any grant funding, both Councils have developed a pipeline of development schemes focussing on new affordable homes but where suitable, will include open market homes.
1i	Developing 200 new council homes in Mid Suffolk and 214 in Babergh through the Housing Revenue Account in the period up to 2022	BMSDC Housing Development Team	Ensure the delivery of the Affordable Homes Programme has the resources to deliver at speed. Aim to maximise the level of grants from various pots to ensure that the homes can be subsidised and therefore let at an affordable /social rent. We will maximise the use of our own land/assets. We will engage with planners and consultants at an early stage to help increase the speed of delivery.	We have a programme to deliver 414 homes for the Councils own affordable homes programme. Approx. 300 of these will be new build.	Various development milestones all ongoing.	We have a 3-5 year rolling programme.	Using funds within the Housing Revenue Account, Right to Buy Receipts and availability of any grant funding, both Councils have developed a pipeline of development schemes focussing on new affordable homes but where suitable, will include open market homes.
1j	Preparing a new Joint Affordable Supplementary Planning Document to provide detailed information about the type of affordable homes we want to see delivered	BMSDC Planning Policy Team	Supplementary Planning Document (SPD) to provide more detail on policy content and can be kept up-to-date as SPD.	Clarity on detailed matters to support housing policies in the Local Plan on housing need and delivery	Adoption of the Joint Local Plan.	Adoption of the Joint Local Plan	Supplemental Planning Document required for both Councils to give more information on housing need and address tenure issues to support the Joint Local Plan policies on Housing Need.
1k	Developing a comprehensive 5-year new affordable housing investment from both Housing Revenue Accounts and housing associations active in our district	BMSDC Housing Development Team and BMSDC Strategic Housing Team	Strategic Housing Team will hold regular meeting with Registered Provider partners to update and review their development business plans and capacity to develop in Babergh and Mid Suffolk. Strategic Housing Team will continue to liaise with Councils Development Team to monitor and review the pipeline delivery plans using Housing Revenue Account funds and Right to Buy receipts to increase Affordable Homes supply.	There will be annual reporting of the number of starts and completions for Affordable Homes dwellings in both districts.	Monitoring of programme against BMSDC Housing Revenue Account Investment Plan and against the Homes England Shared Ownership and Affordable Homes Programme 2018 - 2021. Annual Local Authority Housing Statistics Return provided to Ministry for Housing, Communities and Local Government late Summer each year.	Reviewed annually against previous years delivery	Annual reviews already take place with the Councils' Registered Provider partners to review recent, current and future development plans in both Babergh and Mid Suffolk. However, the number and identity of RP's has changed recently with some new and previously less active organisations coming into the areas. Notable new entrants include Sage, Heylo and Clarion who are currently bidding for S106 schemes.
1l	Delivering a specific programme of housing development tailored to meet the needs of rural communities; this could include space standards, accessibility standards	BMSDC Strategic Housing Team	Strategic Housing Team will liaise regularly with Homes England to maximise Affordable Housing Programme investment into both Council areas.	To secure grant levels to secure delivery of the Councils own New Build programme and to deliver RP schemes in the two districts. Apply for any funding programmes if there are schemes or projects that fit with prospectus. Specifically apply for and secure Community Housing Fund monies to support Community Housing schemes	Annual review of Homes England investment secured for Affordable Homes development in both Babergh and Mid Suffolk.	Obtain figures for each financial year and summarise at the end of each Homes England funding programme to Members. Apply for Community Housing Fund prior to December 2019.	Homes England are the Government's funding agency for Housing Investment. There are at any one time a number of different funding programmes for affordable housing and infrastructure investment.
1m	Increasing the supply of Specialist and Accessible housing through enhanced policies within the Joint Local Plan	BMSDC Planning Policy Team / Strategic Housing Team / Suffolk Housing Board	Flexible planning policies within the Joint Local Plan. Accessing data on needs from Adult Care Services within SCC, to provide more insight as to geographical areas of greatest need for specific clients groups.	Increase supply and delivery against assessed needs. Identification of needs data will assist in attracting delivery partners to provide a purpose built scheme.	Link the requirements and delivery outcomes to the Strategic Housing Market Assessment 2017 and future updates around specific needs groups/ specialist housing.	Plan for specific needs on a 3-year rolling programme in conjunction with commissioning partners.	The Gateway to Homechoice does not specifically measure the needs for those with specialist housing needs. Officers to liaise with Adult Community Services to review district requirements for specialist housing for Older People, Physical and Learning Disabilities and Gypsies and Travellers
1n	Using compulsory purchase order powers, where appropriate, to unlock stalled sites and/or land allocations	BMSDC Infrastructure Team	Investigate using these powers as part of the Strategy for unblocking stalled sites where circumstances dictate that this is an appropriate measure	Housing Delivery Actions plans as part of the Unblocking Stalled sites project have been agreed with a view to the Strategy being complete by the end of May 2019	Not a 'fixed' time piece of work. Circumstances of each case would determine whether there is a need to investigate further, consider use of Compulsory Purchase Order powers, then instigate and monitor. Ongoing		Following the work undertaken on the development of the Homes and Housing Strategy and Homelessness Strategy (Housing workshops including developers in 2018) it became clear that developers wish both Councils to give consideration to the use of Compulsory Purchase Orders to encourage stalled sites to be delivered where appropriate

Vision 2. There is a wide and varied choice of good quality, sustainable homes of different sizes, types, and tenures, to meet the needs of a wide range of different households

We will ensure good quality, sustainable homes are built by:

	Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
2a	Supporting the creation of the ground-breaking "Design Guide" for building and development in Suffolk and award-winning designer Wayne Hemmingway	BMSDC Development Management	The Councils are part of the client group leading and driving the preparation of the guidance by external consultants and promoting workshop and sharing of best practice across Suffolk.	The publication of finalised guidance and web based interactive design advice.	a. Launch of online design portal linked to Local Planning Authority websites b. Commitment to Suffolk wide design principles	a.01/05/2019 b. Summer 2019 c.12-18 months after principles adopted	The Suffolk Design Guide is out of date and in need of updating to guide good design practice across Suffolk
2b	Expanding the air source heating programme for our council housing	BMBS Property Services	The planned heating replacement programme will involve consideration of the best type of heating solution for a particular property	Reduction in fuel poverty as tenants will have fuel efficient heating systems. Improvement of the health and well being of tenants	On going planned replacement programme	Ongoing over life of strategies	Babergh and Mid Suffolk have been installing air source heating and last year we secured an additional £475,200 to help residents improve their home heating. The new funding will enable the installation of approximately 180 Air Source Heat Pumps to council properties where there is electric based heating such as storage heaters or old warm air systems. These pumps absorb heat from the outside air, in a similar manner to the way a fridge extracts heat from its inside, and then use that heat to power the heating and hot water in homes. These pumps provide lower fuel bills and lower carbon emissions, while requiring minimal maintenance and no fuel deliveries and making household heating much more controllable.
2c	Exploring the development of a passivhaus standard for some new builds	BMSDC Planning Policy Team	Consider whether a passivhaus standard can be delivered as part of a suite of planning policies (subject to viability implications) or whether this is something which is encouraged rather than required	Securing a high energy efficiency for housing design	Consider the timetable of the Joint Local Plan to understand the viability considerations of this issue	Consider the timetable of the Joint Local Plan to understand the viability considerations of this issue	Securing energy efficiency in homes is but one of a number of sustainability and green measures to address fuel efficiency
2d	Maximising delivery of affordable housing provision by securing the policy requirements for affordable housing on all qualifying sites	BMSDC Planning Policy Team / BMSDC Strategic Housing Team	Through up to date planning policies based on up to date evidence of housing need taking into account the deliverability of sites for new housing	Maximising delivery of affordable housing. The right mix of homes are delivered in the right places of the right tenure to meet overall housing needs	Ongoing and as part of the Joint Local Plan process	Joint Local Plan timetable and monitored annually.	As part of the Councils' planning and housing documents, the Joint Local Plan will use a range of sources of evidence to establish the level of affordable housing needed to meet housing need, and ensure that it is deliverable on open market sites, along with a number of other obligations, such as Community Infrastructure Levy. This will be tested through viability proposals and an external consultant has been working on this.
2e	Leading by example on our own developments, including adopting a Lifetime standard that are adaptable over time, wherever possible	BMSDC Housing Development Team	Working with property services we aim to increase the sustainability of the affordable homes programme. We have made a bid to the LGA for some funding to us with some expertise to assist with this project. We also aim to deliver a wide range of tenures through the affordable homes programme and our newly formed housing companies.	The outcomes relating to improving sustainability will bring environmental improvements relating to the reduction in co2 and water use, it will also benefit residents and in particular those on a low income as their fuel costs will be lower. The outcomes relating to the provision of a wide range of housing types will meet the needs of all residents.	LGA Grant outcome April 2019, Various planning permission outcomes (ongoing), Project to improve sustainability in the Affordable Homes Programme linked to LGA grant	3-5 year rolling Affordable Homes Programme began 18/19. Sustainability project will be subject to funding and we hope to start it late 2019	For example, the Housing LIN have produced HAPPI4 report where it shows good practice is to build homes which are adaptable over time to better suit householder changing needs. These are sometimes referred to as 'Lifetime Homes'. Not only do they better suit an ageing population, but also young and growing families who may need to adapt their homes as children's needs change from birth to young adulthood.
2f	Ensuring new developments provide funding to secure supporting infrastructure, including minimal car use by promoting sustainable transport, consideration of water supplies, and other facilities to maintain / enhance quality of life	BMSDC Infrastructure / CIL Team	Understanding when planning permission is granted how infrastructure will be provided (either currently by s106 or through CIL) or both - if the new draft CIL Regulations come into force. Also ensuring that infrastructure is receptive to developing measures for sustainability	Having clear delivery mechanisms in place for infrastructure delivery through s106 and CIL legislative provisions and through the Infrastructure Delivery Plan and the CIL Expenditure Framework	In accordance with the timescales for the delivery of the Joint Local Plan and the Infrastructure Delivery Plan as stipulated above	In accordance with the timescales for the delivery of the Joint Local Plan and the Infrastructure Delivery Plan as stipulated above	The Infrastructure Delivery Plan is a key document to support the growth proposed in the Joint Local Plan . Infrastructure is key for Communities as infrastructure provision mitigates the impact of growth on communities.

We will regularly review housing needs to ensure appropriate provision by:

	Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
2g	Understanding the housing market better ensuring efficiencies and effectiveness in the Councils' aims and objectives to ensure that new housing meets housing need	BMSDC Strategic Housing	Obtain better and more detailed evidence under the umbrella of the SHMAA which will allow us to be more effective/efficient at delivering schemes that the market want whilst meeting housing needs. This should assist with the unblocking of stalled sites and /or allow schemes approved by Development Management to be inclusive. We will carry out twice yearly updates of key affordability indicators.	To allow commercial aspirations to meet with housing need requirements such that schemes going forward jointly achieve both aims and so housing schemes can be delivered by the market	Annual summary of number of affordable homes delivered against revised targets (Feb 2019) of at least 110 per annum for Babergh and at least 127 per annum for Mid Suffolk	Twice yearly updates typically April and October each year	Strategic Housing Market Area Assessments (SHMAA) are carried out every 3 - 5 years. Babergh & Mid Suffolk are part of the wider Ipswich Housing market area which also includes Ipswich borough and Suffolk Coastal DC. The last SHMAA was published in 2017, but some areas have been reviewed to assist with the JLP in light of the revised NPPF July 2018.
2h(i)	Providing a housing allocations policy that best meets the needs of local people	BMSDC Tenant Services / BMSDC Strategic Housing	We will ensure that pre-tenancy affordability assessments lead to appropriate referrals within the Housing Service, or to an external support service. We will consider what other tools are available to determine vulnerability or assess support needs	The needs of tenants are properly understood at an early stage and measures put in place to meet those needs	(1) workflows designed to make sure that the right referral is made at the right time, (2) methods of vulnerability assessment are considered and implemented where possible	Mar-20	At present assessment of need is largely determined as a result of information provided in the new tenant's housing application and some affordability assessing at a pre-tenancy stage. This is not always sufficient to fully understand the needs of a tenant or household.
2h(ii)	Providing a housing allocations policy that best meets the needs of local people	BMSDC Tenant Services / BMSDC Strategic Housing	Introduction of a new housing policy to enable some of the affordable homes on a S106 planning gain site be prioritised for those with a local connection. Cabinet report to be prepared for consideration.	An approved new Housing policy that sets a proportion of new homes available for local housing needs. Annual monitoring of policy by Allocations team.	Internal and external stakeholder consultation on proposed policy. Report to Cabinet - summer 2019. Roll out of policy and inclusion in Joint Local Plan/ or Affordable Homes Supplementary Planning Document	To seek Cabinet approval by the end of 2019 at the latest	Both Councils have seen an increase in speculative applications outside of existing settlement boundaries. The increased level of growth around many communities has been controversial but would be more acceptable if local residents saw a direct benefit of the new homes.
2i	Working with partners to develop an enhanced housing stock database which allows us to review the longer-term viability of our housing stock	BMSDC Strategic Housing	Annual updating of Registered Provider stock in both districts. Annual update of Babergh & Mid Suffolk council housing stock. Regular review of stock will assist in making informed decisions around future investment programmes.	Asset review is an on-going process and will inform the HRA Business Plan. New Build schemes will be influenced by existing stock profile to ensure scale efficiencies are optimised.	To be confirmed	To be confirmed, but done annually.	The stock profile for both Councils and our RP partners will be constantly changing due to Right to Buy Sales, asset disposals, redevelopment and new build schemes/acquisitions. All landlords will carry out asset reviews and make decisions based on performance of those assets and demand for them.
2j	Ensuring everyone contacting the Councils' Housing Solutions service receives in depth advice and assistance on their housing rights and housing options.	BMSDC Housing Solutions			See Action 3A from Vision 3		

Vision 3. Homelessness is prevented and our services provide positive and planned interventions

We will end Rough Sleeping and Homelessness by:

Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
3a Preventing homelessness	BMSDC Housing Solutions	Ensure all clients who access the Housing Solutions Service are provided with accurate, comprehensive advice on the housing options available to them	Successful Homelessness Preventions and Reliefs	Increased Preventions of Homelessness Recorded and a Reduction in the Number of Households being Owed a Main Duty	Continuous	Under the Homelessness Reduction Act 2017, all eligible clients, homeless or at risk of becoming so are entitled to the same level as advice, irrelevant of their Priority Need status or their reasons for being homeless or at risk of. We need to ensure all clients are able to access a comprehensive advice service either online or through direct contact with the service. We want to ensure that Preventing Homelessness in a 'whole system' approach, as clients often need to access more than one service. We will ensure we accurately record cases to inform future service delivery and strategies, which will enable us to target resources accordingly.
		Develop a Homelessness Partnership to work with across Suffolk to raise awareness of our service and to access our offer at an earlier stage	Audit of Cases, Creation of Reporting Tools to Monitor Caseloads		Sep-19	
		Provide and publish a pathway plan for the most vulnerable client groups to help them access our services at an earlier stage	Comprehensive, Tailored Personal Housing Plans issued to all clients where a duty has been accepted		Apr-19	
		Produce a comprehensive online advice service for clients to access housing options advice	Comprehensive Online Advice Guide Published		Apr-19	
		Ensure that all cases are accurately recorded to inform future strategies and prevention initiatives, so we can effectively target our approach to tackling homelessness	Audit of Cases, Ensuring Correct Advice is given and outcomes recorded correctly		Continuous	
3b Supporting vulnerable households to secure and maintain accommodation	BMSDC Housing Solutions	Develop a process for offering short term support and then regular 'check ins' to monitor progress in accommodation and reduce the likelihood of repeated homelessness	Reduction in the number of clients re-accessing the Housing Solutions Service	Reduction in Evictions of those who have been rehoused through homelessness prevention, relief or main duty. Improved partnership working. Development and Implementation of a Tenancy Sustainment Service.	Apr-21	Repeated incidences of homelessness are often referred to as 'revolving door'. We want to ensure that we minimise and eventually eradicate it from happening. We will do this by ensuring appropriate support is made available and a transitional support scheme developed for those moving on from temporary accommodation. We want to introduce comprehensive tenancy training to enable clients to be well equipped to cope with the financial demands of paying rent and bills and budgeting effectively.
		Adopt a comprehensive recording process for this action, so we can monitor and inform future projected case work and identify gaps in services, which lead to someone being at repeated risk of homelessness	Performance Management and Monitoring, which identifies that by spending money on this project, we are saving money longer term and giving residents better outcomes		Apr-21	
		Creation of a multi-agency panel to monitor and find solutions for the hardest to house client group	Panel of multi-agency colleagues meeting regularly and successfully finding solutions for the hardest to house, often chronically excluded client group		Sep-19	
		Introduce tenancy training, initially to those in temporary accommodation or requesting assistance through the Rent Deposit Scheme to understand how to budget effectively, read meters, liaise with utility companies, benefits and council tax. It will also cover other useful information such as repairs, anti-social behaviour and who to contact if you are unable to pay your rent.	Reduction in the number of clients facing financial difficulties or being at risk of homelessness		Apr-22	
		Ensure effective transitional support is provided to those moving on from supported housing projects and temporary accommodation to minimise the risk of repeated homelessness	Reduction in 'revolving door' homelessness and repeated presentations to the Housing Solutions service		Apr-21	
3c Mitigating against the impacts of Welfare Reforms	BMSDC Housing Solutions	Continue to work closely and meet regularly with the DWP to tackle the impact of Welfare Reforms and the roll out of Universal Credit Full Service	Successful partnership working to ensure clients receive a 'joined up' service	Reduction in the number of evictions for Rent Arrears. Regular meetings with DWP and CAB's to improve our relationships and partnership working. Launch of a Landlords Forum.	Continuous	Welfare Reforms has undoubtedly impacted on a number of residents within our Districts. This includes the roll out of Universal Credit. The impact is likely to increase once legacy claimants start to be transitioned over on to UC. We will ensure we work closely with partners at the DWP, Registered Providers and Citizens Advice to mitigate against the impact of Welfare Reforms.
		Develop working relationships with RP's to minimise the risk of eviction	Reduction in Homeless Applications from RP Tenants		Sep-19	
		Ensure clients income is maximised and debts are addressed to reduce financial pressures and minimise the risk of homelessness occurring.	Comprehensive budgeting advice offered to all clients accessing the service and the introduction of affordability checks for anyone being offered accommodation through the Housing Register		Dec-19	
		Build on relationships with CAB's to ensure a joined-up approach to tackling the most complex cases	Successful partnership working to ensure clients receive a 'joined up' service		Continuous	
		Development of a landlord's forum, where advice and assistance on Universal Credit, Grants for Home Improvements and Rights and Responsibilities as a Landlord can be given to private landlords and build better working relationships to increase our access to the Private Rented Sector.	Successful, well attended Landlords Forum		Sep-19	

We will end Rough Sleeping and Homelessness by:

Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
3d Increasing access to suitable accommodation	BMSDC Housing Solutions	Review and redesign the 'Rent Deposit Scheme' to increase access to the Private Rented Sector	Successful Private Rented Scheme Developed and Increased Numbers of Homelessness Prevented using this option	Launch of a New Private Rented Sector Offer Significant Reduction in Costs / Usage of B&B Publication of the Supported Housing Review and Strategy 2019	Apr-20	We need to improve our access to the Private Rented Sector to enable us to prevent more homelessness and reduce the number of people being accommodated in Temporary Accommodation. We will re-launch our 'offer' to Private Landlords, which will encourage more landlords to work effectively with us to prevent homelessness. We need to ensure an adequate provision of Supported Accommodation for those not ready to live independently. Single people who are reliant on benefits and under 35, often struggle to access self-contained accommodation. We need to consider what types of housing we should invest in to increase the options available to them.
		Ensure a sufficient supply of suitable temporary accommodation to reduce the usage of Bed and Breakfast accommodation	Reduction in B&B Usage and Cost		Apr-22	
		Ensure continued investment in accommodation options for under 35's, including lodgings schemes	Successful outcomes continue to increase year on year		Apr-21	
		Ensure we continue to work with Suffolk County Council to provide them with need and demand data for Housing Related Support to inform their commissioning decisions	Adequate access to Supported Housing Provision across both Districts		Mar-20	
		Support the development of a short term Supported Housing Strategy	An informed strategy detailing the need for Supported Housing across Suffolk		Nov-19	
3e Raising aspirations of positive Health and Wellbeing amongst Homeless people	BMSDC Housing Solutions	Ensure suitable pathway plans are developed and published in partnership with relevant bodies for the most vulnerable groups including those being discharged from hospital and those with mental health issues or learning disabilities	Pathway Plans will be published and then reviewed at least six monthly to ensure they are accurate and relevant	Improved Health Outcomes for those who are Homeless. Development of Commissioned Services targeting the most vulnerable. Publication and Regular Review of Pathway Plans for the most vulnerable client groups	Continuous	Those who are homeless, especially those who have been rough sleeping often suffer with increased health issues and can lack access to appropriate services. Particularly with Rough Sleepers, there can be increased costs to the whole system, for example, increased hospital admissions. We want to develop our policies and working practices to ensure Health and Wellbeing is promoted amongst the client group we work with a system wide approach is developed to tackling poor Health and Wellbeing.
		Work with Public Health to provide data as required to ensure services such as Marginalised Adults continue to support the most vulnerable	Provide meaningful data to ensure informed commissioning decisions are made		Continuous	
		Ensure workforce development and awareness to the links between health, wellbeing and homelessness by providing adequate training on Mental Health, Drugs and Alcohol, Prevent, Gangs, County Lines, Making Every Contact Count and Domestic Abuse / Violence.	Well trained staff with knowledge of health and wellbeing and the services available to engage clients with to ensure a whole service approach to tackling homelessness		Mar-20	
		Ensure everyone being accommodated in Temporary Accommodation has access to appropriate health services	Work with local health services to ensure all clients, included chronically excluded and marginalised adults who have dis-engaged from services are able to access health services		Apr-20	
		Ensure all temporary accommodation including Bed and Breakfast accommodation is regularly inspected to ensure they meet all required standards and ensure there is no detrimental impact on their health and wellbeing as a result of their placement in the accommodation.	Good Quality Temporary Accommodation, which meets all regulatory standards		Mar-20	
3f Ending rough sleeping	BMSDC Housing Solutions	Ensure we provide suitable provision for rough sleepers in extreme weather conditions under Severe Weather Emergency Provision (SWEP)	No one will be without suitable accommodation during periods of poor weather	No Rough Sleeping in the Districts, which is demonstrated through our yearly 'count' through the Homeless Link	Apr-19	The Government has pledged to half rough sleeping by 2022 and eliminate it altogether by 2027. Babergh and Mid Suffolk currently have low incidences of Rough Sleeping but this should not make us complacent. We need to ensure we are proactive in our approach to ensure that no-one sleeps rough and if someone is found to be sleeping rough that they are engaged with quickly and solutions found.
		Ensure we access funding streams when available for additional support to tackle rough sleeping if there is a need	Ensure detailed, accurate and relevant bids are submitted as required to MHCLG		Continuous	
		Ensure contact is made with all rough sleepers within 24 hours of being notified of them	Prioritise notifications of Rough Sleepers to ensure contact is made within 24 hours Record effectively so we can monitor effectiveness		Continuous	
		Ensure that rough sleepers presenting from another area, where safe to do so are reconnected back to the area they originated from	Successful reconnections take place		Continuous	
		Work with partners and voluntary organisations to educate them on rough sleeping and the most positive, effective way to support and help the rough sleepers	Partners and Voluntary Organisations develop a comprehensive understanding of the complexities of Rough Sleeping and the help and support available		Apr-20	

Vision 4. Babergh and Mid Suffolk is an effective social landlord known for delivering quality services

We will be an excellent Landlord by:

	Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
4ai	Becoming a landlord of choice, reflected in an exemplar service to residents through meaningful performance indicators	BMSDC Tenant Services Team	We will identify and support the most vulnerable victims of anti social behaviour by developing and implementing a risk-based response to complaints. Numbers of Anti Social Behaviour (ASB) complaints will be recorded along with the number of high, medium and standard risk assessments. Service standards will be developed to ensure prompt and thorough responses when required.	All Anti Social Behaviour complaints will be risk assessed at the earliest opportunity with associated procedures in place that require varied responses according to the level of risk to the victim	(1) Development of risk assessment model, (2) implementation of risk assessment model, (3) period of project monitoring and evaluation, (4) review of ASB policy and procedures in light of new working practices	Oct-19	ASB responses are currently determined by the type of ASB being reported, not the impact that the ASB is having on the reporter or others in the community. This approach does not necessarily take account of any particular vulnerabilities that may put the victim at increased risk of harm
4aii	Becoming a landlord of choice, reflected in an exemplar service to residents through meaningful performance indicators	BMSDC Tenant Services Team	We will develop a range of Tenant Services service standards that will be applied to the wide range of tasks that the team carry out.	A clear understanding by tenants of the response that they can expect from the Team. Improved customer satisfaction in the service that is provided.	(1) Team workshops to develop a set of standards that are ambitious but achievable, (2) Consultation with tenants in the proposed service standards, (3) Promotion and implementation of a set of service standards	Mar-20	At present the various tasks and processes carried out by the Tenant Services Team come with different response requirements, some of which may not keep the tenant fully informed, or informed in good time. This means that tenants can be left waiting too long for a response, leading to increased contact, dissatisfaction and time wasted.
4aiii	Becoming a landlord of choice, reflected in an exemplar service to residents through meaningful performance indicators	BMSDC Tenant Services Team	We will consider local demand for, and supply of our garages, and consider local initiatives to increase their use. These could include variable pricing structures, local advertising, partnership working with community groups or alternative site uses.	An increase in the number of garages let, or other uses for sites where demand is very low.	(1) review of current lettings numbers and local demand through waiting lists (2) development of action plans for low demand areas that will consider what options are appropriate.	Mar-20	The number of vacant garages has increased recently with approximately 500 empty garages in October 2018 (approx. 30% of the total number). This represents a loss of income of £5000 - £7000 per week across both Districts
4b	Implementing Estate Regeneration / Large scale improvement programmes including external insulation, and the refurbishment of some of our own developments	BMSDC Housing Development Team	By delivering good quality affordable homes that tenants can afford to live. By ensuring that the contractors who build our housing are well selected through a thorough tender process so that they deliver houses with minimal defects on time and within budget.	New housing for our households in need.	Ongoing	Ongoing	By reviewing existing housing stock and estate assets with our Assets team we will be able to consider possible options for redeveloping or remodelling existing housing to provide additional housing or improve the mix and/or sizes of dwellings available to tenants and those on the housing register.
4c	Being efficient and effective in managing our business with an ambition to save 1% of our budget over the next three years, from the Housing Revenue Accounts (HRA)	BMSDC Housing Services	We will continue to review budgets continually to identify savings and efficiencies. We have already embarked on a plan to generate income or save cost over the next three years with the identification of opportunities as per 19/20 Budget Papers	Saving 1% of our budgets will lead to additional monies that can be reinvested into the Housing Service and reduce our reliance on Strategic Reserves to meet budget shortfalls	(1) Rechargeable Repairs, (2) Increased Garage lets, (3) Leaseholder Service charge increases, (4) Reduction in ICT costs, (5) Removal of Decoration vouchers, (6) Reduction in Reserves carried forward	Ongoing	Historic versions of the Housing Revenue Account Business Plan have identified savings. A wider review during 18/19 has identified income or saving opportunities over the next three years.

We will be an excellent Landlord by:							
	Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
4di	Trailblazing in our approach as a landlord, with an innovative approach to Housing Management	BMSDC Tenant Services Team	We will improve our communication methods, particularly our written communication to ensure that the message is clear, and advice is easy to follow	A new range of template letters that are clear, concise and effective and make use of behavioural insight and 'nudge' theory	(1) design of template letters according to published research and good practice, (2) consultation with tenants and other interested parties, (3) roll-out of letters, beginning with income management, (4) evaluation of effectiveness of new designs	Mar-20	Written communication has not been reviewed for some time, and the template letters currently used are often confusing in tone and layout, sometimes contain contradictory or incorrect information, and use language that is not always easy to understand. Published research suggest that regular reviews and re-design prompts a better tenant response.
4dii	Trailblazing in our approach as a landlord, with an innovative approach to Housing Management	BMSDC Tenant Services Team	We will set up a Tenancy Sustainment pilot to evaluate the benefits of providing an intensive support service for our most vulnerable or challenging tenants with a view to reducing overall costs of housing management in this group	Amongst an identified cohort of tenants we will endeavour to reduce rent arrears, improve access to properties for essential repair and maintenance work, work with our tenants to improve property condition and reduce negative impacts on the wider community.	(1) a business case will be written for additional staffing resources, (2) a cohort of households will be identified for the pilot scheme, (3) KPIs and methodology will be developed, (4) the results of the pilot will be evaluated	Mar-20	With existing resources and staff numbers it can be difficult to provide support in situations where tenants are unable or unwilling to comply with the terms of their tenancy agreement, and do not effectively engage with the Housing Service. Problems can escalate to a stage where enforcement action is the only option, with negative impacts on all involved.
4e	Increasing customer satisfaction in our services, ensuring we learn from every interaction	BMSDC Tenant Services Team	We will develop a range of online customer satisfaction surveys that will provide meaningful feedback on a range of Tenant Services activities, such as ASB, income management and other general queries, and use the results to improve processes and service delivery	We will be able to gather useful tenant feedback while engaging more effectively with our tenants. Service improvements will be identified and implemented	(1) satisfaction surveys will be designed in consultation with tenants and the team, (2) procedures will include the emailing of satisfaction survey link at key points in our processes, (3) results will be evaluated by Professional Leads and Corporate Manager on an on-going basis.	Mar-20	At present, an online satisfaction survey is used to gauge opinion on the experience of new tenants, and the quality of the property they move into. This method was initially used as part of the Void Improvement Project in order that the tenants had some influence in the development of that project.
4f	Introducing 'Smart Homes' to our own housing stock through the development of technology to reduce cost whilst enhancing the customer experience.	BMSDC Property Services	We will initially trial the introduction of 'Smart' technology within a group of council homes examples of the technology to be used including boiler sensors, Alexa technology, and other smart sensors including locks	The use of Smart technology will save cost and increase the quality of services tenant receive by saving time and cost	(1) a business case will be written for the implementation of smart technology in 250 council homes during 2019/20. (2) Once the business case is approved and the process of installing smart technology has been installed a project will identify the outcomes of the trial and consider the development of further business cases to expand the trial	Ongoing	Historic versions of the Housing Revenue Account Business Plan have identified savings. A wider review during 18/19 has identified income or saving opportunities over the next three years.

Vision 5. Homes are in high quality sustainable environments, served by jobs and community facilities, appropriate green space, effective transport links and other necessary infrastructure

We will ensure Infrastructure exceeds expectations by:

	Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
5a	Investigating the viability of installing electric vehicle points on our housing estates and the development of sustainable transport solutions to meet the needs of our residents	BMSDC Infrastructure Team	Through consideration of planning policies in our Joint Local Plan as well as viability considerations in order to determine whether by introducing this measure land allocations will still remain deliverable. Once adopted development proposals would need to follow planning policy requirements subject to viability considerations	The Installation of electric vehicle points on all our housing estates and the development of sustainable transport solutions to meet the needs of our residents	To meet the timescales of the production of the Joint Local Plan and the Infrastructure Delivery Plan	To meet the timescales of the production of the Joint Local Plan and the Infrastructure Delivery Plan	To ensure that new housing stock is fitted with up to date electric charging points to ensure that new homes best fit changing patterns of travel.
5b	Producing a Joint Local Plan to provide clear policy and direction to all involved with site allocations that are deliverable, supported by an Infrastructure Delivery Plan	BMSDC Planning Policy Team	Maintaining an up to date timetable for the production of the Joint Local Plan and the Infrastructure Delivery Plan.	Joint Local Plan comprising development policies including those providing for land allocations together with a sound and evidenced Infrastructure Delivery Plan.	Regulation 18 Preferred Option Draft to Councils. Regulation 19 Submission Draft to Council. Formal submission. Adoption.	Public consultation on the next version of the emerging JLP anticipated in Summer 2019.	The provision of an up to date Local Plan and Infrastructure Delivery Plan is advocated by the revised National Planning Policy Framework. It is imperative that planning policies are kept up-to-date and that both policies and the sites contained within the Joint Local Plan are deliverable.
5c	Developing an Infrastructure Delivery Plan, which accurately assesses the future infrastructure needs across all our communities	BMSDC Infrastructure Team	By working collaboratively with all the Infrastructure providers to establish the infrastructure necessary to support all land allocations in the Joint Local Plan. By working with the Infrastructure providers to accurately understand the infrastructure requirements of windfall growth such that the impact of development is mitigated by the provision of necessary infrastructure	To meet the timescales of the production of the Joint Local Plan and the Infrastructure Delivery Plan	To meet the timescales of the production of the Joint Local Plan and the Infrastructure Delivery Plan	To accord with timescale of preparation of the Joint Local Plan	Infrastructure provision increases in cost on an ongoing basis. It is important that the CIL charges are kept responsive to infrastructure costs and the Government Consultation on the "Reform of Developer Contributions" suggests changes to ensure that costs remain up to date.
5d	Refreshing our Community Infrastructure Levy (CIL) and Regulation 123 spending policies	BMSDC Infrastructure and CIL Team	The refresh of CIL and the Joint charging regime is currently underway with Consultants appointed to review the process with timescales to coincide with the Joint Local Plan preparation and the Infrastructure Delivery Plan. (Aspinal Verdi)	A refresh of the Community Infrastructure Levy with a new draft charging regime with revisions to the Regulation 123 lists will be produced by the Councils Consultant following scrutiny alongside the timescale supporting the Joint Local Plan and Infrastructure Delivery Plan	It will follow the Joint Local Plan timescale.	Public consultation on the next version of the emerging JLP anticipated in Summer 2019.	Refreshing the charging regime for CIL is important as infrastructure costs are increasing and the amount of CIL that we receive needs to be at a rate where infrastructure can be delivered.
5e	Ensuring our Homes and Housing Strategy is aligned to our Economic and Communities Strategies and complements our commitment to stimulate housing led growth and economic prosperity	BMSDC Strategic Housing Team	Include any relevant policies to secure sustainable developments as part of the Joint Local Plan and any corresponding SPD's, see vision 1. Review after Joint Strategic Plan refresh.	All three strategies use the same language and terminology to assist with read across. Regularly review to take account of any changes to each of the strategies.	See next column. All 4 adopted by end of 2019	Economic Strategy - adopted Homes and Housing and, HRRS Strategies - scheduled for adoption March 2019. Communities Strategy - planned for adoption March 2019 Infrastructure Strategy - planned for adoption mid/end of 2019	All four strategies have been developed over 2018/19 and are new documents. This will be the first time Councils have adopted joint Homes and Housing Strategy and Homelessness Reduction and Rough Sleeper Strategy.
5f	Working in partnership with local people, communities and other partners on environmental improvements to neighbourhoods	BMSDC Countryside and Public Realm Team	The Councils will support local people to enable a range of environmental improvements to be made close to where people live. Support will be given by providing advice, and direct practical support for example, by loaning tools and equipment. Where appropriate the Councils will identify sources of funding that will enable this approach.	Local residents who are empowered to make decisions on and take practical action to improve their local environment.	Ongoing	Ongoing	Public Realm supports groups who wish to actively become involved in the management of the local environment and this work will be a continuation of that theme.

Vision 6. Best use is made of private sector land and accommodation across the Districts

We will optimise Private Sector Homes by:

	Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
6a	Building relationships to better understand the private rented sector in our districts, including the challenges and opportunities it presents to stakeholders	BMSDC Strategic Housing / BMSDC Private Sector Housing	Commission report to analyse the Private Rental Sector (PRS) in both districts. Exploring potential to commission as a Suffolk-wide report	Report produced by consultants as per brief with recommendations for investment opportunities and options on how to address any action we should take.	Report commissioned by end of May 2019	If commissioned by end of May 2019 - to be produced by August 2019.	With the revision to the NPPF 2018, Build to Rent has been introduced as a housing tenure to be promoted. We do not have enough evidence to be able
6b	Encouraging and supporting the development of more private rented accommodation	BMSDC Strategic Housing Team	Dependent upon the outcomes and recommendations of the PRS report.	Decide if new PRS development is viable and would provide an investment return to the Council.	Consider funding or investment options for new PRS developments . Increase the amount of good quality well managed PRS stock in BMSDC	Target dates to be revisited once report written showing supply and demand hot spots in existing PRS.	There has been a significant increase in the overall % of private rented sector dwellings across most of the UK, fuelled by the increase in Buy-to-Let market and cost of purchasing homes. To better understand our PRS in more detail we have decided a more in depth piece of work is required to analyse PRS activity.
6c	Supporting private landlords through grants	BMSDC Private Sector Housing	Grants are available to Private Landlords to assist with the cost of providing efficient, affordable and controllable heating in their rented properties	Improvement in the quality of the private rented sector. Reduction in fuel poverty for private tenants. It is expected that greater promotion and support will lead to a higher take up grants and loans	Ongoing	Ongoing	Renovation Grants and loans are available to owner occupiers and tenants with a repairing responsibility to carryout improvement or repairs to a property. The take up of such grants and loans have typically been underspent
6d	Supporting the proper management of Homes in Multiple Occupation (HMO) through effective licensing	BMSDC Private Sector Housing	Risk based inspection programme to ensure all HMO's within the two districts meet legislative requirements	Ensure the quality of the private rented sector and improve Health and Safety for tenants within these buildings.	Ongoing	Ongoing	Statutory Legislation requires the LA to license HMO's
6e	Bringing long term empty homes back in to use	BMSDC Private Sector Housing	Using data from Council Tax approaches are made to owners to establish the intentions for the property. Advice, guidance and loans are offered to encourage owners to return them to use.	Increasing the number of homes available and reducing the negative impacts empty properties can have on communities.	On going	Ongoing	Making the best use of existing homes is one of our key objectives. We already offer support and assistance to empty home owners to help them bring their property back in to use. During the past four years we have brought 329 homes back in to use across both Districts
6f	Exploring a Private Rented Sector leasing scheme to support more people in to housing by providing a ready supply of private rented accommodation with a package of support for those wishing to access it	BMSDC Housing Solutions Team	See Action 3D from Vision 3				
6g	Ensuring homes in the area meet at least the minimum housing standards, and where there is evidence of substandard accommodation we will incentivise or when necessary take appropriate enforcement action to ensure owners comply and residents in our districts can access private rented accommodation of an acceptable standard.	BMSDC Private Sector Housing Team	Respond to complaints and take appropriate action	Improve the quality of the PRS and the health and well being of those living in it.	On going	Ongoing	Statutory legislation places a duty on LA's to take action where minimum standards are not being met.

Vision 7. People live in vibrant and well-connected communities; and homes and communities continue to meet the needs of residents into the future

We will develop sustainable communities by:

Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
7a Developing a Communities Strategy which encourages greater participation and involvement	BMSDC Communities Team	We are bringing together an officer steering group to develop the outcomes though to community impacts.			Apr-19	We are developing a communities strategy, public consultation ending 01.03.2019 We will be presenting final draft to Full Councils in March 2019 for adoption.
7b Developing the Integrated Neighbourhood Teams to improve the way housing, health and care services are delivered with and for local people.	BMSDC Communities Team	Support the ongoing development of the Integrated Neighbourhood Teams (the Connect Programme)	<p>The Housing service actively contributes to a system which is coordinated and effective and will improve and maintain the health and wellbeing of communities and individuals.</p> <p>This integrated approach helps to identify and focus on delivering a coordinated proactive response to high demand and high priority groups (for example the frail elderly)</p>	Currently being reviewed by the Health and Wellbeing Board.	Ongoing	<p>Integrated Neighbourhood Teams were created to provide the following objectives:</p> <ul style="list-style-type: none"> •Reductions in permanent admissions to residential/nursing care •To demonstrate the effectiveness of re-ablement i.e. getting people moving again •Reductions in non-elective emergency hospital admissions •Reductions in forced evictions and homelessness •Better health outcomes (including less obesity, smoking and teenage pregnancy, and more breastfeeding) •Improved emotional wellbeing •Reduced rates of re-referral i.e. treating people multiple times •Ensuring that the 'voice of the service user' is clearly heard

We will meet the specialist needs of residents now and into the future by:

7c Commissioning an Older People Development Strategy	BMSDC Strategic Housing / Suffolk Housing Board	Our preference is to develop a countywide approach to a strategy for older persons housing. We shall work with SCC Adult Community Services, Clinical Commissioning Groups in Suffolk and review good practise using information from the Housing LIN.	An Older Persons Housing Strategy is in place and formally approved by both Councils	Approval of Joint Housing Strategy in March 2019. Examination in public of JLP which includes policies for older persons housing	Timetable to be confirmed but likely to be 2019 / 2020	As part of the Joint Local Plan we will be including policies around the provision of specialist housing including those for older people. An Older persons housing strategy will cover all housing tenures, not just specialist provision.
7d Working with partners to develop an enhanced housing stock database	Suffolk Housing Board	We will identify a number of local sources of intelligence that will be layered to provide an enhanced housing stock database examples of the type of data to be collated include Local Land and Property Gazetteer (LLPG), Housing Benefits Data, Energy Performance Certificates, Building Control Data, List of Licenced HMO's, Types of housing and tenure	The detailed housing stock information provided will facilitate the delivery of our housing strategy and enable a targeted intervention approach to improving housing.	Suffolk Housing Board to agree and commit to the commission of a enhanced housing stock database. Commission an organisation to undertake the mapping report and provide outcomes on their findings	2021/22	
7e Working in partnership with Suffolk County Council to review the current provision of specialist leased accommodation within the districts for clients with learning disabilities and mental health difficulties and its effectiveness in meeting demand	BMSDC Strategic Housing Team / Suffolk Housing Board	Some of this work will form part of the review of Housing Related Support Services across Suffolk	The main aims of this work are to provide estimates of housing need for the following groups: people with Learning Disabilities; physical disabilities; frail elderly.	Housing Related support contract review April 2020	Timetable to be confirmed by end of 2019.	There will be significant budget cuts to the Housing Related Support contract. Working with LA partners and housing providers across Suffolk we will seek to mitigate the impact of service cuts wherever possible.

We will develop sustainable communities by:

Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
7f Reviewing Housing Related Support contracts across the county through a funded post by all authorities within Suffolk to identify success, failure, and the most effective way providing this service beyond the current contract	BMSDC Communities Team / SCC ACS Commissioning Team / Suffolk CCGs	BMSDC Housing Options/Tenants Services/ SCC ACS Commissioning Team / Suffolk CCGs/ Suffolk Housing Board	o The percentage of dwellings meeting each of the key indicators2 for Wyre Forest overall and broken down by tenure and then mapped by Census Output Area (COA) (private sector stock only)	2019/20 HRS review takes place against budget reductions. New HRS contract in place by April 2020.	Jointly funded role in post October 2018. Quarterly reports to SHB to monitor progress.	To be confirmed in detail but a new contract will be in place by April 2020
7g Finding out more about alternatives in respect of Extra Care Housing Provision, which provide more choice for residents	BMSDC Strategic Housing Team	Working with SCC ACS to determine the supply requirement for the next 5 - 10 years across Suffolk. Determine market locations where there is a need for a 60+ unit scheme and look at suitability of specific site allocations to encourage delivery of Extra care schemes. Once needs evidence confirmed we can talk to prospective providers.	Information relating to LAHS reporting for the private sector stock - category 1 hazards as well as information on EPC ratings	During 2019/20 scheme design prepared and site investigations are carried out.	By 2021 have a new Extra Care scheme approved for planning in either Babergh or Mid Suffolk	The Housing Corporation which became the Homes & Communities Agency previously had a specific grant fund to support the delivery of specialised support housing such as extra care schemes. This specific fund was ended in 2011 and replaced with an Affordable Housing Programme which was a general fund for all types of affordable housing. Grant rates fell drastically and revenue funds were reduced or stopped. Hence there have not been any new schemes since the change in funding regime. Grant rates have now increased and the uncertainty around the funding of supported housing has been resolved.
7h Exploring "downsizing" development opportunities that support residents from all tenures to move to suitable accommodation, which meets their needs, wants and desires when wishing to downsize	BMSDC Strategic Housing Team	Housing market and demographic trends analysis to establish customer demand for smaller easier to maintain homes for post-55's. This work will also help to inform the wider Older Persons Housing Strategy.	Increase supply of adaptable / downsizer homes to meet the needs of older people. Planning Policy within the Joint Local Plan to increase the delivery of these types of homes, with inclusion of % threshold requirements, should these be adopted.	Annual monitoring of number of bungalows secured on planning applications, and assisted living developments, as well as accessible single storey dwellings, including flats / apartments.	Ongoing	Our communities are predominantly ageing and as such there is a growing need for a supply of new homes that are suitable for households wishing to downsize or right-size. Our research and evidence will help to inform policies around housing mix within the new Joint Local Plan.
7i Understanding in more detail the demand and supply analysis of specialist housing needs to inform future development and investment	BMSDC Housing Development Team / BMSDC Strategic Housing Team	A better understanding of the funding options is essential. We will also scope potential providers of any specialist forms of housing and their appetite to develop in BMSDC.	Working with our Strategic Housing and Housing Options Teams and external partners ensure that our own direct development contributes to any specialist housing needs that are identified.	Affordable options to meet all needs in the community.	Ongoing as and when evidence is available	Establishing any specialist needs required in the affordable housing programme. The housing companies can also consider delivering market demand for specialist/older persons housing.
7j Developing the Local Plan to provide for the provision of specialist housing and appropriate infrastructure which caters for the needs of older and vulnerable people	BMSDC Planning Policy Team	Supplementary Planning Document (SPD) to provide more detail on policy content and can be kept up-to-date as SPD.	Clarity on detailed matters to support housing policies in the Local Plan on housing need and delivery	Adoption of the Joint Local Plan.	Adoption of the Joint Local Plan	Supplemental Planning Document required for both Councils to give more information on housing need and address tenure issues to support the Joint Local Plan policies on Specialised Housing Need.
7k Working with our partners across Suffolk to deliver suitable pitches for Gypsy and Travellers in order to meet the identified need.	BMSDC Strategic Housing Team	We will work with the Higher Level Gypsy and Traveller Steering Group and SCOLT to plan for new transit and residential pitches across Suffolk in accordance with the Assessed Needs Reports for all Suffolk authorities	Identification of at least one site for use as a Transit site to accommodate households on Unauthorised Encampments	Target of 9 pitches for MSDC by 2036 and 1 pitch for BDC by 2036, which may be subject to change as the development of the Joint local Plan proceeds. An annual review of existing pitch provision and number of new pitches required. Report on any new planning permissions for these pitches as part of the Annual Monitoring Report work.	Ongoing	The new JLP will set out the pitch targets for new residential supply to meet the needs of Gypsies and Travellers. The assessment of needs was carried out in 2016/17 as part of the new SHMAA provided by Peter Brett Associates & HDH consultants.

Vision 8. Everyone has a suitable home, and residents are able to live as healthily, safely, independently as possible within sustainable communities

We will reduce energy usage and costs through the use of more environmentally sustainable alternatives by:

	Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
8a	Updating of heating systems in council stock – replacing oil where possible, with gas or air source heating	BMSDC Property Services	Planned Maintenance Programme	Ensure we have the most appropriate and affordable forms of heating for our tenants	Ongoing programme	Ongoing	The Stock Condition Survey will ensure the information is fed into our Planned Maintenance Programme.
8b	Granting funds to private landlords to install affordable, efficient and controllable heating systems and energy efficiency works	BMSDC Property Services			See Vision 6c		
8c	Making sure all Council housing to has an 'EPC C' rating or above.	BMSDC Property Services	We will compare EPC Data for all our council owned properties. Model our Housing Stock and Rating. Run Scenarios on what measures are not cost effective to improve efficiency. Develop the Capital Programme to fund a programme of activity	(1) Low fuel and energy costs for tenants - Less people in Fuel Poverty (2) Housing stock is maintained and decent (3) Exceeds Government expectations	Ongoing programme	Ongoing	Excerpt from Social Housing Green Paper 2018 - In reviewing the Decent Homes Standard, where practicable we will also consider the outcome of the Government's consultation on 'The Clean Growth Strategy' on whether the energy performance of social homes should be upgraded to Energy Performance Certificate Band C by 2030 where practical and cost effective and affordable to do so

We will empower residents in most need to create independence and sustain their homes by:

8d	Enhancing our Financial Inclusion and Tenancy Support Service by working with other agencies to get the best results	BMSDC Housing Solutions			See Actions 3A, B, C and D		
8e	Developing a programme of pre-tenancy assessments and training for new Council tenants.	BMSDC Housing Solutions			See Action 2D		

We will help residents to live independently for as long as possible in their own homes by:

8f	Working with Suffolk authorities to review, develop and monitor a successful approach to delivering Disabled Facilities Grants	Suffolk Housing Board	Partners (SCC and Suffolk LA's) meet monthly to discuss and monitor the Orbit HIA Contract. BDC/MSDC have drafted a Regulatory Reform Order Policy to address the immediate significant underspend within the two Councils. A workshop event is taking place at the end of Feb involving Suffolk Partners and stakeholders to develop a new Disabled Facilities Grant Model.	Increased spend for Babergh and Mid Suffolk Councils and more residents benefiting more quickly from the funding. A new draft Disabled Facilities Grant Model for Suffolk will not require applications under £5,000 to be means tested, and therefore can be put in to homes with little delay.	Outcomes from the workshop and next steps. March 2019 - approval of Regulatory Reform Order	Feb 2019 - outcomes from the workshop and plan next steps. March 2019 - approval of Regulatory Reform Policy. Summer 2019 - new policy able to be implemented allowing swifter adaptations costing less than £5,000.	Currently Orbit deliver the Disabled Facilities Grant service on behalf of all Suffolk councils. Suffolk councils meet monthly to monitor this contract and impacts on residents. Orbit are unable to deal with any additional enquiries therefore this will need to be carried out by BMSDC Private Sector Housing Team after the Regulatory Reform Order Policy is adopted. Ongoing involvement with Suffolk partners and future workshops to review new delivery model.
8g	Developing an 'Early Help Hub' that delivers effective, coordinated, multi-agency interventions - a more strategic approach that avoids service duplication and reduces long term service costs (for example non-elective hospital admissions)	BMSDC Housing Services or Communities or Suffolk Housing Board	We will work with other statutory and voluntary organisations and agencies to provide: A single point of contact for local Support Services who have identified a need for housing-related support. A triage and processing hub for all service requests for housing-related early help services. A source of information and advice.	A working model that is able to triage requests for service where a young person or vulnerable adult is in need of housing-related early help support, and allocate it to the most appropriate service, or provide a multi-service response.	A working model that is able to triage requests for service where a young person or vulnerable adult is in need of housing-related early help support, and allocate it to the most appropriate service, or provide a multi-service response.	Apr-20	Individuals or households who find themselves in difficult situations regarding their housing may struggle currently to find the right support at the right time. The Early Help Hub will work with families or young people who would like some extra support to deal with a difficult situation and stop things from getting worse and becoming harder to manage. The primary role of the Hub will be to provide a single point of access for the public, and all those working with children, young people and their families within the local community and across the Districts, offering advice and recommending support
8h	Working with strategic partners within Health to support actions that contribute to effective winter planning for vulnerable groups.	BMSDC Communities / Suffolk Housing Board / Suffolk CCG Commissioners	We will work with Strategic Health Partners to support the process of effective winter planning by officers from the housing service taking an active role including facilitating the hospital discharge process in hospitals	Evaluate our current systems and their resilience to increased pressure, Develop partnership working to enhance system resilience, Integrate examples from best practice case studies in to our organisations, Produce an action plan to improve procedures and outcomes in our areas		Ongoing	

We will actively encourage and support people to lead active and healthy lives by:							
8i	Embedding Making Every Contact Count (MECC) training and principles across our housing services and support.	BMSDC Housing Solutions					
8j	Emphasising our Active Wellbeing programme, enhancing our physical activity offer, focused on older people and those living in rural areas to remain active and connected to their communities	BMSDC Communities Team	Commission and strategic management of a 3-year funded programme known as 'Active Wellbeing' to support older residents/tenants to become and stay more physically active	<p>1. 20% of inactive older people are engaged in each of the 6 target localities and where appropriate supported to become active through the delivery of a behaviour change intervention.</p> <p>2. Evidence of improved self-reported levels of mental and emotional wellbeing for clients, as evidenced via the short Warwick Edinburgh Mental Wellbeing Scale</p> <p>3. Evidence of a reduction in the level of social isolation and loneliness reported amongst the client cohort</p>	<p>Launch service in each of the target localities by July (2018), April (2019) and April (2020)</p> <p>Project Steering group established in each locality meets a minimum of 3 times per year</p> <p>Group to include following core membership:</p> <ul style="list-style-type: none"> o Practice Manager or clinical staff from the GP practice o PPG members o Get Help to Get Active staff (OneLife Suffolk) o Local charity / third sector partners o Local Town/parish council representative o Clinical Commissioning Group Social prescribing lead 	<p>•Apr'18 – Mar'19 : Year 1 - Fressingfield & Stradbroke (MSDC) and Long Melford & Lavenham (BDC) Interim report provided October 2018</p> <p>•May 2019, Year 1 report published</p> <p>•Apr'19 – Mar'20 : Year 2 - Debenham (MSDC) and Bildeston (BDC)</p> <p>•May 2020, Year 2 report published</p> <p>•Apr'20 – Mar'21 : Year 3 - Eye (MSDC) and Glemsford (BDC)</p> <p>•May 2021, Year 3 report published</p>	The Active Wellbeing programme forms a key part of the Councils' commitment to supporting more older people to become and stay more physically active, as set out in the Joint Leisure, Sport and Physical Activity strategy (adopted December 2017)
8k	Developing with others local Dementia Action Alliances, by proactively supporting those living with the condition and their carers to remain active and engaged through a range of dementia-friendly activities and opportunities	BMSDC Communities Team	Enable a wider network of local Dementia Action Alliances across our Market Towns and Core Villages Build the capacity of existing DAA groups to provide support and activities for those living with dementia and their carers	<p>1. More communities have an active local Dementia Action Alliance</p> <p>2. There is greater awareness and understanding of dementia within our communities</p> <p>3. There are more dementia-inclusive activities (such as relaxed film screenings, memory walks, physical activity classes and carer support) available</p>	To be determined in partnership with each local Dementia Action Alliance.	To be determined in partnership with each local Dementia Action Alliance.	People are living longer but increasing numbers are living with one or more Long Term Conditions and, as the risk increases with age, a diagnosis of dementia. Estimates suggest that there are 12,800 people with dementia currently living in Suffolk. Based on applying national estimates of incidence to the local population this would suggest around 500 new cases of dementia annually amongst those aged 65+. The importance of raising awareness of the condition and ensuring people know what support exists and how to access it is key.
8l	Collaborating with our partners to establish social prescribing schemes and non-medical referral options to improve wellbeing	BMSDC Communities Team	Work with our partners to establish effective social prescribing schemes in each of the 4 Integrated Neighbourhood Team areas that cover the districts: Eye & NW Suffolk, Stowmarket, South Rural (Phase 1) and Sudbury (Phase 2)	<p>Outcomes for the individual, their carers and families:</p> <ul style="list-style-type: none"> •improved health, wellbeing and resilience •improved ability to manage long term condition(s) •reduced social isolation and loneliness •increased level of confidence, self esteem and feelings of control about decisions •improved access to services •increased participation in employment, education or training <p>Outcomes for the health and care system:</p> <ul style="list-style-type: none"> •more appropriate and cost effective use of clinical/social care time •reduced numbers of people seeking support for non-clinical issues in clinical/care settings •reduced demand from people with long term conditions and more effective self care •reduced demand on unscheduled or emergency care services •reduction in prescribing 	<p>Phase 1 Milestones</p> <ol style="list-style-type: none"> 1. Secure funding from IECCG and SPSL 2. First Steering Group meeting (monthly thereafter) 3. Tender Brief developed 4. Project Manager meets with each GP practice to secure buy in 5. Steering Group Leads attend all INT meetings to ensure wide buy in and co-production 6. Overarching Communications and Marketing Strategy developed 7. Open event to promote the opportunity to potential providers 8. Tender process commences 9. Lead VCSE organisation(s) appointed for each INT area 10. VCSE organisations commence Community Connector recruitment process 11. Community Connectors appointed, inducted and SP schemes launched 12. Panel established for Community Chest and criteria agreed 13. Community Chest open for applications 14. First six month report and initial evaluation <p>Continuous Evaluation</p>	<ol style="list-style-type: none"> 1. October 2018 2. November 2018 3. December 2018 4. December 2018 -Feb 2019 5. Feb-March 2019 6. By March 2019 7. December 2018 8. February 2019 9. March 2019 10. By end of March 2019 11. By end of April 2019 12. By end of April 2019 13. To be confirmed 14. October 2019 	Lots of factors have a detrimental impact on health and wellbeing, including lack of money, education, housing, low self-esteem, isolation, relationship difficulties and both physical and mental health problems. Its estimated that 20-40% of patients consult their GP for what is primarily a social problem, including welfare advice. Social Prescribing (SP) can help to reduce pressure on public services by enabling people to take control of their health and wellbeing through a referral to non-medical 'link worker' who can provide advice & support and connect people to local community groups and activities appropriate to their needs. Where it has been implemented elsewhere, SP has shown benefits in 3 key areas - mental health outcomes, community wellbeing and social exclusion.
8m	Reviewing the way in which we provide information, helping our tenants and customers to "navigate" their way round the Suffolk system so they can find the right support to help them when they need it.	BMSDC Housing Solutions / Customer Services	We will review how we provide information to our tenants and residents to ensure the process is efficient and streamlined whilst providing the highest level of service. A scoping project will begin in 2019/20				

We will provide more choice in the housing market for older households and those requiring accessible homes by:

8n	Reviewing the effectiveness of the Housing Allocations Policy as it relates to older or vulnerable applicants and tenants and make proposed revisions	BMSDC Tenant Services	We will implement procedures that require contact with new tenants at a much earlier stage in their tenancy. This will allow us to provide support and advice before problems arise, but also gather feedback on the allocations process and the degree to which it supported the need of vulnerable or older applicants.	The feedback gained will allow us to identify changes that we should make to the allocations process so that support is provided when required. We will also be able to support tenants before serious problem develop, such as rent arrears.	(1) development of procedures and implementation, (2) structured feedback through team meetings and 1-2-1 to identify possible areas of improvement	Jun-19	Currently there is some contact with new tenants but it is probably insufficient to identify where support should be provided or get enough feedback to drive service improvements
8o	Developing the Local Plan to provide for the provision of specialist housing and appropriate infrastructure which caters for the needs of older and vulnerable people	BMSDC Planning Policy	As Action 1j				
8p	Developing more flexible forms of care and support for specified vulnerable client groups	BMSDC Communities / Suffolk CCGs /					

Vision 9. Both Councils have strong relationships with residents, developers and partners that enable us to deliver housing, infrastructure and services effectively, and to innovate where appropriate

We will build stronger relationships and partnerships by:

	Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
9a	Working with Neighbourhood Planning groups to create and deliver effective plans in their designated areas.	BMSDC Strategic Planning - Neighbourhood Plans	We have a statutory duty to provide help, support and guidance to Neighbourhood Plan groups. We provide information via the Councils' websites, and, through groups having access to a dedicated Neighbourhood Planning officer.	Neighbourhood Plans help local towns and villages to have more control over planning their area and guide what is important and needed for their communities. As at 01.02.2019 four Neighbourhood Plans have been 'made' (adopted) across the two districts.	Ongoing	Ongoing	Neighbourhood Plans introduced through the Localism Act 2011 give more power local communities to have more say and influence over local issues, including new homes growth.
9b	Creating a stronger relationship with Homes England and optimise the funding streams for which we are eligible, including borrowing within the Housing Revenue Account (HRA)	BMSDC Housing Development Team	Engage regularly with Homes England as Babergh and Mid Suffolk Councils, and, as a wider Norfolk and Suffolk consortium. Ensure we have a firm steer on what we want our HRA building programme to look like and borrowing to look like and that it is viable and that we are able to meet CIPFA's prudential borrowing requirements.	Better engagement with Homes England should re-assure them of our councils' ambitions with regards to our own direct delivery. By giving confidence of delivery we are more likely to receive grant funding. By being clear on our programme and borrowing requirements gives the Development Team the chance to respond to opportunities available at short notice from developers.	Ongoing	Ongoing	Both Councils have built new homes with grant funding from the Homes & Communities Agency (now Homes England). We have now re-applied for Investment Partner Status. We have utilised Right to buy receipts and HRA capital to invest in new council homes and will also ensure that we maximise the opportunity to borrow through the HRA now the debt cap has been lifted (subject to prudential borrowing)
9c	Promoting and support the delivery of community-led housing schemes & formation of Community Land Trusts	BMSDC Strategic Housing Team	Continue to use the Community Housing Fund allocation from 2017 to support our communities to develop community-led housing initiatives. We will ensure the JLP includes policies which favours community-led housing. We will assist community groups to make applications to Homes England for Community Housing Fund grant in 2019.	Establishment of two additional CLT's by Spring 2020. Delivery of first CLT scheme in Babergh - July 2019 in Lavenham. Successfully secure additional CHF grant to continue to support the role and promote community-led housing initiatives.	Highlight Community-led housing during national Rural Housing Week 1 - 5 the July 2019 in partnership with Hastoe HS/CAS and local schemes.	By the end of 2020/21 to have successfully funded the setting up of additional CLT's across the 2 districts.	The Government launched its Community Housing Fund initiative in 2017. B&MSDC's received a first tranche allocation amounting to around £445k. We have 2 CLT's set up - Lavenham and East Bergholt.
9d	Identifying opportunities to increase new homes supply with additional partners including for-profit housing associations.	BMSDC Strategic Housing Team	To secure good working relationships with new partners to secure more certainty around affordable housing delivery. Encourage all partners to invest in our communities and secure new schemes	Potential Housing management service offer to new providers who may not have housing management service locally. Income generation opportunity for Tenancy Services Team. Explore the feasibility for a rent to buy pilot scheme in each Council area.	Invite new RP partners to investigate their products, their affordability and offer - by May 2019. Look for suitable development schemes to pilot new affordable home ownership products	By December 2019 for feasibility work. April 2020 to secure two suitable sites for pilot schemes.	There are new participants in the affordable housing market. There have been several new entrants in the last 12 months that are actively looking for S106 affordable units. There are several affordable housing products being promoted and a critical factor will be the affordability to any subsequent occupants, this includes availability of mortgage products.

We will build stronger relationships and partnerships by:

	Action	Owner (Lead)	How will we do this?	Outcomes	Milestones	When by	Background
9e	Encouraging and support Self and Custom build developers	BMSDC Strategic Housing	We maintain a register of applicants who are interested in a self-build or custom build plot within BMSDC.	The Joint Local Plan will provide guidance on the policy for custom and self-build provision, adding more detail to the National Planning Policy Framework 2018 and the provisions of the Self-Build and Custom Building Act.	To have introduced a system of matching households registered on the Custom & Self-Build register with the plots that have planning permission for Self-Build in both Babergh & Mid Suffolk	Oct-19	The Self-Build and Custom Building Act 2015 introduced new statutory responsibilities which included Local Authorities having to keep a register of individuals or groups of individuals who are seeking serviced plots of land in order to build houses to occupy directly.
9f	Working collectively as local authorities, within Suffolk, to support the effective delivery of services in relation to Housing through means of the Suffolk Housing Board	Suffolk Housing Board	Suffolk Housing Board (SHB) is linked to the Suffolk H&WB plan and provides twice yearly updates on key areas within the Health and Wellbeing plan. Key areas of strategic and operation issues are reviewed regularly. SHB will explore opportunities for collaborative working across Suffolk	Jointly commissioned Suffolk wide projects that have measurable positive outcomes on Housing, Health & Wellbeing indicators for Suffolk residents.	Ongoing	Ongoing	The Suffolk Housing Board has been in existence for many years. Initially created by officers as a Housing Officer Working Group. The SHB has developed over time and in 2018 agreed a Terms of Reference.
9g	Creating better opportunities for developing innovative use of redundant and underused sheltered housing stock	BMSDC Housing Development Team	We currently have plans to increase units on de-commissioned sheltered housing sites by creatively infilling additional units. We will ensure that we add new opportunities where possible.	Making use of redundant rooms/spaces to create new homes.	End 2019 planning applications. 2020 build out.	First 12 units by 2020	Whilst we have built new build homes before, this will be the first time we have created new homes using existing sheltered housing assets.
9h	Aligning strategies when there are clear synergies in regard of health and wellbeing, and housing matters.	BMSDC Strategic Housing Team / BMSDC Communities Team	Regularly review and update Homes and Housing Strategy to take account of the Health & Wellbeing Strategy for Suffolk, and to consider changes in Government policy and guidance around housing and health issues. We will actively work with SCC and the two Clinical Commissioning Groups to look for joint commissioning of pilot schemes to improve health through housing outcomes for the most vulnerable.	Would deliver additional savings and improve the service to end users. Helping residents to live well and live longer	Ongoing	Ongoing	The Health and Social Care Act 2012 reforms have radically shifted power to local authorities, empowering them to invest and innovate to improve the health of their communities