

Housing Delivery Plan

June/July 2021

- Information below relates to actions in line with our nine strategies to deliver our housing vision for 'residents to be able to live in affordable and high-quality homes that enable them to build settled, safe and healthy lives, within sustainable and thriving communities'. Further detail can be found in the [Councils' webpage](#) regarding the Homes and Housing Strategy and related Action Plan.

Key (92 actions):

- Complete: 12
- In Progress: 69
- In Progress with minor delays: 0
- To commence: 11

- Strategic Aim 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

	Actions	Action Lead	By When	Progress Update
1.1	Adopt a Joint Local Plan (JLP) to provide clear policies and direction to all involved with development, enabling housing needs to be met by deliverable sites, supported by an Infrastructure Delivery Plan (IDP).	Robert Hobbs	TBC	<ul style="list-style-type: none"> The JLP was submitted to the secretary of state on 31st March 2021 and it is now subject to examination. The published version of the Joint Local Development Scheme is here: https://www.babergh.gov.uk/assets/Strategic-Planning/LDS-Update-July-2020.pdf The latest version of the IDP is included within the core document library.
1.2	Publish robust viability testing of the Joint Local Plan (JLP) which gives confidence that both infrastructure and affordable housing needs could be met, with publication in line with Local Plan preparation timescales.	Christine Thurlow		<ul style="list-style-type: none"> Viability study updated and made public to support the JLP and the revised Community Infrastructure Levy Rates Consultation in November 2020. The revised CIL rates consultation will be examined in public by an

				Inspector following submission to Planning Inspectorate (PINS) in 2021.
1.3	Keep housing evidence up to date (the SHMA and other more detailed/specialist sources), working with partners where relevant, in order to ensure that new supply meets housing needs, on an ongoing basis.	Louise Barker	Ongoing	<ul style="list-style-type: none"> Officers continue to keep evidence up to date and continue to work with colleagues and partners to ensure that new supply meets housing needs and emerging and existent housing policies are followed.
1.4	Ensure alignment between our Housing, Health, Environment, Economic and Community Strategies, focussing on our commitment to housing-led growth and economic prosperity, as our strategies are developed and implemented.	Gavin Fisk	Ongoing	<ul style="list-style-type: none"> Strategies and continued development of associated Action Plans are managed through Programme Boards which have now been established around each of the Key Strategies. A review of the programme board has been conducted, with each strategy of the programme board being through reviews with some realignment of activities occurring. Officers and Members are actively working on a 'Stocktake exercise' as well as a series of workshops which have seen all members contribute to discussions on what they would like to more or less of through the Strategies as well as what is new, what should receive more focus and what are the 'Big and Audacious Goals' for both Councils in the long term. As such there have been further discussions on how the strategies and aims of each are intrinsically linked.
1.5	Continue to improve our approach to discharging of planning conditions (DOC), by providing additional clarity on the information we require from developers in order to discharge conditions effectively.	Julie Havard	Ongoing	<ul style="list-style-type: none"> Over the last quarter, the numbers of new DOC applications presented a significant increase. As of 24th June, pending applications stand at 185 [207 last report] (and we have 11 overdues [10 last report]).

				<p>The team are working well with agents, applicants, and Technical Consultees to ensure applications for discharge of conditions are processed in a timely manner.</p> <ul style="list-style-type: none"> • The statutory timescale for determining DOC applications is 56 days, over the last six months we were consistently issuing decisions around 50 days unfortunately due to the high numbers of applications submitted in Quarter 1 maintaining this level has been difficult and the average has increased to 56 days. • A temporary staff resource is now in place to help to reduce the average in Quarter 2. This average includes those applications where agents had agreed extensions of time to address issues.
1.6	Publish on an annual basis, a 3-year development pipeline of new council housing (new council development and acquisitions).	Hazel Ellard	Ongoing	<p><u>Completed Council acquisitions and new builds were as follows in 2020/21:</u></p> <ul style="list-style-type: none"> • Babergh – 13 acquisitions and 16 new builds through S106 acquisitions • Mid Suffolk – 25 acquisitions <p><u>Completions expected in 2021/22:</u></p> <ul style="list-style-type: none"> • Babergh – 111 through S106 acquisitions from developers on S106 sites • Mid Suffolk – 40 through S106 acquisitions from developers on S106 sites.

1.7	Establish a Pipeline of 300 new affordable and open market homes through Babergh and Mid Suffolk Growth by March 2023.	Hazel Ellard and Emily Attack	March 2023	<ul style="list-style-type: none"> The open market sale housing is due to be marketed in August this year and the affordable housing completions are in two phases, one in Autumn this year and the other in April 2022.
1.8	Maximise delivery of affordable housing, via planning obligations on all qualifying sites, in accordance with the National Planning Policy Framework (NPPF) and local policy.	Louise Barker	Ongoing	<ul style="list-style-type: none"> We continue to work with developers and registered providers to maximise delivery via planning obligations to meet affordable housing targets.
1.9	Embed our new pre-application process and then review its effectiveness by March 2021.	Julie Havard	Revised timescale Mid-July 2021	<ul style="list-style-type: none"> The pre-application process has been embedded and there has been an increase in customers using the pre-application service during lockdown. For quarter 2, we received 187 pre-applications comparable to 149 within the same period in the previous year. Meetings via Teams have been successful and agents have asked for this option to continue. On site meetings have been reinstated subject to completing a risk assessment and ensuring all parties in attendance follow covid safe guidance. Customer Satisfaction Survey for pre-application advice is now planned for mid-July to review its effectiveness. We can now ask for feedback on site meetings again as these have only just restarted.
1.10	Keep evidence on stalled sites updated on an ongoing basis, to enable us to help resolve blockages and delays to development.	Christine Thurlow	Ongoing	<ul style="list-style-type: none"> An update to the high-level housing market intelligence report for both Councils was commissioned and produced for the review of the Housing Delivery Test Action Plan (HDTAP) in 2020. A further update to the

				<p>High-Level Housing Market Intelligence report was commissioned in April 2021.</p> <ul style="list-style-type: none"> Overview and Scrutiny (O&S) of the HDTAP occurred in September 2020. It was agreed by O&S that a yearly review of HDTAP should occur each year irrespective of the Housing Delivery Test results.
1. 11	Continue to ensure that planning applications are determined on time and Section 106 agreements are signed off promptly.	Julie Havard	Ongoing	<ul style="list-style-type: none"> The Validation Team notify the Legal Team of applications requiring legal input when an application is registered. Officers send formal instructions to the legal team at the earliest opportunity. Team managers receive an automated 'Legal Instruction Tracker' report every Thursday. We now have systems in place to monitor the progress of agreements.
1. 12	Use compulsory purchase powers, where appropriate, to unlock stalled sites and/or allocations.	Christine Thurlow	Ongoing	<ul style="list-style-type: none"> No activity at this time as best way to approach this work is on a site-by-site basis.
1. 13	Encourage and support Self- and Custom Build developers by setting out positive policies in the Joint Local Plan (JLP), to meet statutory duties, in line with Local Plan preparation timescales. (To keep monitoring until JLP is finalised – now subject to examination)	Robert Hobbs	✓	<ul style="list-style-type: none"> The JLP was submitted to the secretary of state on 31st March 2021 and it is now subject to examination. Within the JLP is policy LP11, which is the Councils' specific development management policy within the JLP for considering development proposals for Self-Build and Custom Build housing.
1. 14	Encourage and support Self- and Custom Build developers by determining whether we own land suitable to bring forward for sale as serviced plots.	Hazel Ellard	Ongoing	<ul style="list-style-type: none"> Both Councils have formally adopted the Strategic Asset Management Plan and we will be working collaboratively to assess Council owned sites for development potential and identify suitable plots. The garage review is flagging up some potential plots for self-build and we will

				continue to consider opportunities as and when they arise.
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- **Strategic Aim 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

Action		Action Lead	By When	Progress Update
2.1	Adopt an Affordable Housing Supplementary Planning Document (SPD) to detail the circumstances in which we would take a flexible approach to tenure mix to maximise delivery.	Louise Barker	Spring 2022	<ul style="list-style-type: none"> • The first draft of the SPD was completed at the end of March 2021 by Strategic Housing Team. Consultation has taken place internally with relevant colleagues and responses are currently being considered. • It is anticipated that the SPD will be adopted after the Joint Local Plan has been adopted.
2.2	Provide advice and encouragement to community-led housing (CLH) schemes and the formation of Community Land Trusts (CLTs), with the objective of delivering new affordable housing, on an ongoing basis.	Delia Cook	Ongoing	<ul style="list-style-type: none"> • A proposed report to go to BMSDC Cabinet Members exploring Councils' support for CLTs, financial and membership of CLH organisations is expected to be delivered by September 2021. • As of June 2021, we have 8 CLTs currently being developed and another 6 formally set up. Although it is not a current update, it is important to remember that we have successfully

				<p>delivered a total of 18 properties through the Lavenham CLT.</p> <ul style="list-style-type: none"> Between April 2020 and June 2021, CLH has successfully received a total of 7 grants (approximately £25,051). The grants have been used to help towards the Councils' affordable delivery targets.
2.3	Make recommendations for future alternative uses for low demand or unsuitable garage sites.	Lee Crowdell	September 2021	<ul style="list-style-type: none"> Low-demand or poor condition garage sites are continuing to be reviewed and site visits started to consider alternative uses (with a view to developing some for housing). Officers produced a briefing note for Portfolio Holders in February 2021. The Assets Team have identified 15 sites for potential development in the future. Officers are now working to produce the second briefing note for Portfolio Holders during July time.
2.4	Enhance the data we hold on to our own housing stock, in order to improve our maintenance plans.	Alec Davis	March 2023	<ul style="list-style-type: none"> We have created an enhanced housing stock database, for our own stock. Data on the housing stock is ongoing and we are 50% of the way through the stock gathering data process. It is estimated to have this cycle concluded by early March 2023 and from there next steps will be decided.
2.5	Commission research into the contribution which an increased supply of private rented accommodation could make to meeting overall housing needs, to inform housing enabling and development decisions.	Louise Barker	March 2021	<ul style="list-style-type: none"> Yet to commence. Further discussion needs to be undertaken to define the scope of this project, in particular there is a need to define proper objectives for research.

				<ul style="list-style-type: none"> We currently have the Central Suffolk Lettings service which provides support for private renters. The action lead is unsure as to whether this action still required. She believes that this action should be revised during the housing strategy relaunch process.
2.6	Publish a framework for making investment decisions to increase the overall supply of affordable housing, making use of the Housing Revenue Account (HRA), and working collaboratively with housing associations.	Gavin Fisk	September 2021	<ul style="list-style-type: none"> Work continues to develop a HRA Business Plan which will set out the levels of investment over the short and medium term. The 21/22 HRA Budgets set out investment in new homes and the numbers that will be built or acquired between 2021 and 2024. Officers have in recent weeks been engaging with stakeholders through a series of Digital Surveys. Feedback has been received from Tenants, Staff and Members. The headlines of these survey results are now currently being reviewed and will support the delivery of a series of workshops that will take place during July with stakeholders. Further work continues on gathering additional intelligence in relation to the future capital requirements within our stock portfolio.
2.7	Work with partners to produce an enhanced affordable housing stock database, to support housing enabling and development decisions.	Louise Barker	December 2021	<ul style="list-style-type: none"> Yet to commence. The action lead hopes that a meeting due to happen in August will be an opportunity to discuss more about housing stock database and other

				issues related to our currently data collection process.
2.8	Review and update our local connection criteria to enable some of the affordable homes secured through Section 106 agreements to be prioritised for those with a local connection.	Louise Barker	December 2021	<ul style="list-style-type: none"> The Strategic Housing Team officers have been meeting to discuss process and procedures. The local connection criteria has been prioritised and further discussions will take place with relevant colleagues and members in due course to review and update the criteria.

- Strategic Aim 3:** Homelessness is prevented and our services provide positive and planned interventions

	Action	Action Lead	By When	Progress Update
3.1	Audit the Council's Housing Solutions (Homelessness) Service, by March 2021.	Susannah Farrer	March 2021	<ul style="list-style-type: none"> This action was put forward to SLT to be audited, however, the service was not chosen to be audited. To keep it for future consideration.
3.2	Continue to develop the Housing Forum to ensure better coordination with partners, to identify ways of educating partner organisations, and help us to better manage cases, on an ongoing basis.	Susannah Farrer	Ongoing	<ul style="list-style-type: none"> The Housing Forum is planned to progress this year while officers have been involved with several partners agencies and organisations to help us to better manage cases and achieve better outcomes.
3.3	Review the effectiveness of our pathway plans for ensuring that they help the most vulnerable client groups to access services at an earlier stage.	Susannah Farrer	December 2021	<ul style="list-style-type: none"> Strategic meeting sessions are happening on an ongoing basis to explore ways of working and ensure pathway plans to achieve best solutions for all vulnerable client groups.
3.4	Develop and implement a comprehensive online advice service for clients to access housing options advice.	Susannah Farrer	✓	<ul style="list-style-type: none"> The online advice service was implemented in line with Homeless Reduction Act. Officers are continuously reviewing the Council's page to check if up to date with Government guidance.

3.5	Continue to ensure that all cases are accurately recorded in order to inform future strategy and audit this process.	Susannah Farrer	Ongoing basis	<ul style="list-style-type: none"> Quality monitoring is done by monthly with housing solutions officers. Administration of support officers to make sure cases are on the correct status.
3.6	Develop a process – including a comprehensive recording method - for offering short term support and ongoing contact to monitor the progress of clients and reduce the risk of repeated homelessness from temporary accommodation.	Brenda Harris	March 2022	<ul style="list-style-type: none"> We have developed a process which works from assessment through to case closure. This process includes a recording method for which officers record within our own database and using the Homelessness Case Level Information Collection (H-CLIC) System to collect and report data on all homelessness applications that are taken. Due to the growth of the project, the process now includes the support of rough sleepers from outreach into dedicated specialist supported temporary accommodation and owned and managed by BMSDC. There might be appetite to explore the ECINS system to capture rough sleeper data. The project lead is investigating the viability of this system.
3.7	Create a multi-agency panel to manage, monitor and find housing solutions for the hardest to house clients.	Susannah Farrer	March 2021	<ul style="list-style-type: none"> The multi-agency panel is yet to be created. However, work has been done within strategic work groups to identify the housing needs for vulnerable clients. In addition, officers are working with social care and supporting agencies to identify best resolutions for young people.

3.8	Create a programme of pre-tenancy assessments and training for new tenants, intended to help tenants manage their properties and their own. Initially this should focus on those in temporary accommodation or requesting assistance through the Rent Deposit Scheme.	Victoria Stuart	TBC	<ul style="list-style-type: none"> • Yet to commence. However, the Housing Solutions team is looking to include a resettlement officer and this officer should help to start the pre-tenancy assessments programme.
3.9	Continue to work with Public Health to support services for vulnerable adults and provide meaningful data to inform commissioning decisions to help maintain services for marginalised adults and to understand costs associated with homelessness.	Susannah Farrer	Ongoing	<ul style="list-style-type: none"> • Officers continue to work with Public Health to support services for vulnerable adults and provide meaningful data to inform commissioning decisions to help maintain services for marginalised adults and to understand costs associated with homelessness.
3.10	Review our approach to transitional support for those moving on from supported accommodation in case the Supported Lettings Funding ends in March 2021, to consider improvements which could be made to further reduce the risk of repeated homelessness.	Brenda Harris	March 2022	<ul style="list-style-type: none"> • The Supported Lettings Funding will continue until March 2022. As part of reducing the risk of repeated homelessness, BMSDC were successful with the bid for additional funding for the provision of additional staff members to deliver a clear pathway from the streets into supported temporary accommodation owned and managed by BMSDC.
3.11	Continue to work closely and meet with the Department of Work and Pensions (DWP) and Citizen Advice to tackle the impacts of Welfare Reforms and the roll out of Universal Credit, on an ongoing basis.	Brenda Harris	Ongoing	<ul style="list-style-type: none"> • The team continues to utilise a dedicated telephone line available for enquiries in relation to claims. It speeds up the process and it is also a chance for the Tenancy Support Officer to raise any concerns with the DWP relating to the client.

3.12	Ongoing monitoring of repayment agreements and the number of evictions for rent arrears in order to consider the success of our budgeting advice and affordability checks, so we can help clients to manage their income effectively.	Victoria Stuart	Ongoing	<ul style="list-style-type: none"> Monitoring continues on an ongoing basis. Between April/May 2021, both Councils: <ul style="list-style-type: none"> reported 81 in-house and 28 tenure neutral referrals. were awarded the amount of £21,886 through the Discretionary Housing Payment (DHP) which also includes maximising income from other welfare benefits and brought in £1,587 of food parcels to family and individuals in need.
3.13	Build relationships with local Citizen Advice to agree a protocol for joined up working to support individuals and families experiencing complex housing difficulties.	Victoria Stuart	TBC	<ul style="list-style-type: none"> The action lead is currently planning a meeting with colleagues from Citizen Advice to determine next steps for this action.
3.14	Rebrand the Rent Deposit Scheme and monitor the work of Central Suffolk Lettings, and report back to Members on key indicators.	Susannah Farrer	March 2022	<ul style="list-style-type: none"> Officers reviewed the Central Suffolk Lettings scheme to highlight the success of the scheme and its achievements since it was launched. In addition, the review highlights suggested recommendations to enable the scheme to grow and to establish the vision of the scheme moving forward.
3.15	Complete the review of temporary accommodation (TA) to ensure sufficient supply of TA to reduce the usage of Bed and Breakfast accommodation.	Heather Tucker	March 2022	<ul style="list-style-type: none"> Further consideration has been taken to develop a Temporary Accommodation standard and to contract a qualified professional to deliver this work on a fixed-term basis. This will require additional financial resource.
3.16	Quantify accommodation needs for under-35s, including the private rented sector and lodging schemes, and set out an ongoing investment programme.	Susannah Farrer	October 2021	<ul style="list-style-type: none"> The needs for the cohort of people under 35 has been identified through the Central Suffolk Lettings review.

				<ul style="list-style-type: none"> Recommendations have been submitted for a House in Multiple Occupation (HMO) offer to landlords to encourage them to work with the Councils and enable us to provide more accommodation to this cohort of people and discharge our duties within the private sector.
3.17	Support the recommissioning of Housing Related Support (HRS) services, in partnership with other Suffolk authorities.	Heather Tucker	April-June 2022	<ul style="list-style-type: none"> We are currently part of a Suffolk wide working group, which is focussing specifically on the re-commissioning of HRS services. We are supporting the recommissioned and this will be ready to commence in April-June 2022.
3.18	Ensure continued workforce training and development on the links between homelessness, mental health, drugs and alcohol, gangs, county lines, Making Every Contact Count and Domestic Abuse/Violence; and work with the communities' team to review training.	Susannah Farrer	December 2021	<ul style="list-style-type: none"> Officers continue to ensure training and development regarding the links between homelessness, mental health, drugs and alcohol. Training will potentially be reviewed in December 2021.
3.19	Ensure that everyone in temporary accommodation has access to appropriate health services on an ongoing basis and determine whether and how we can improve the health and wellbeing of those clients by conducting research with recommendations to be followed.	Victoria Stuart	Ongoing	<ul style="list-style-type: none"> Officers are currently engaging with our clients to investigate not just the financial costs associated with homelessness but also to identify any other areas for improvement such as health, education and wellbeing.
3.20	Continue to ensure that all temporary accommodation is regularly inspected to ensure it meets all regulatory standards.	Victoria Stuart	Ongoing	<ul style="list-style-type: none"> Officers continue to inspect the temporary accommodations 3 times per week. Our contracted cleaners work twice a day, 7 days a week, to clean communal areas of the accommodations.

				<ul style="list-style-type: none"> In addition to the above, a new template has been created and implemented by the action to lead, to make sure that all temporary accommodations are at a lettable standard prior to re-let.
3.21	Enhance our Tenancy Support Service and investigate the possibility of a resettlement scheme for those in temporary accommodation.	Victoria Stuart	TBC	<ul style="list-style-type: none"> We currently have a Tenancy Support Officer concentrating on resettlement work. However, the temporary contract is coming to an end and as a result, the need for continuing this post has been identified and the Housing Solutions team is looking to increase the staff to include a resettlement officer.
3.22	Continue to ensure that we make suitable provision for rough sleepers in extreme weather conditions under Severe Weather Emergency Provision (SWEP).	Susannah Farrer	Ongoing	<ul style="list-style-type: none"> Officers continue to ensure suitable provision for rough sleepers during extreme weather conditions.
3.23	Continue to access funding streams when available for additional support to tackle rough sleeping.	Heather Tucker	Ongoing	<ul style="list-style-type: none"> We were awarded just over £430,000 of funding in 2021/22 through the Rough Sleeping Initiative (RSI) from the Government. We were also successfully rewarded with £230,000 of capital funding and £96,000 revenue for the Rough Sleep Accommodation Programme which includes building 5 properties for rough sleepers with high needs and support on-site.
3.24	Ensure contact is made with all rough sleepers within 24 hours of being notified of them.	Brenda Harris	Ongoing	<ul style="list-style-type: none"> BMSDC has a dedicated outreach worker and contact is made within 24 hours of receiving a report and the information is recorded within the Rough Sleeping database and the Housing Solutions team are notified.

				<ul style="list-style-type: none"> As of June 2021, the Councils are recruiting additional staff to support the outreach function.
3.25	Ensure that rough sleepers presenting from another area, where safe to do so, are reconnected back to the area they originated from.	Brenda Harris	Ongoing	<ul style="list-style-type: none"> There continues to be this offer in place and the department will offer financial assistance to cover travel.

- Strategic Aim 4:** Babergh and Mid Suffolk is an effective social landlord known for delivering quality services

	Action	Action Lead	By When	Progress Update
4.1	Scope a project to put in place a range of housing service and back-office standards, to be judged via meaningful performance indicators and to become an exemplar landlord of choice.	Lee Crowdell	December 2021	<ul style="list-style-type: none"> Corporate service standards are in place. Anti-social Behaviour (ASB) review is complete and waiting to be approved. The TPAS (formally the tenant participation advisory service) report has been received and further discussions will be taken to develop an action plan and implement recommendations. We have developed a continuous improvement framework which has a great emphasis on performance and management and it will be implemented in the coming months. BMBS are now collecting tenant satisfaction data and a similar data will be collect for ASB work.

				<ul style="list-style-type: none"> • <u>Next steps:</u> Performance indicators may be reviewed over the next year or two following the published Social Housing White Paper with greater emphasis on customer satisfaction.
4.2	Include measures to improve the environmental performance of our housing stock within the Housing Revenue Account (HRA) business plan and capital programme.	Gavin Fisk	TBC	<ul style="list-style-type: none"> • We continue to work on the Housing actions set out in the Corporate Carbon Reduction Plan, whilst bidding for Green Homes Grant. The work on the development of the HRA Business plan aims to evaluate the cost and implementation of retrofit existing stock and providing energy efficient new homes in the future. • We have recently been working with the Energy Saving Trust and using 88 individual indicators. This will allow us to accurately predict a list of properties that require certain Environmental improvements to increase the Energy Performance of homes.
4.3	Complete our review of written and electronic communication methods, with particular consideration of the contribution which behavioural insights and 'nudge theory' can make to the way in which we support our tenants and produce a new range of template communications (letters and emails).	Polly Bearman	TBC	<ul style="list-style-type: none"> • The three letters that were trialled will be uploaded to the housing system by the beginning of September 2021, replacing the existing ones. • The next steps will be to analyse data around usage of the remaining suite of letters, to determine which can be removed completely and the priority order for updating the rest. The aim is to complete this by November 2021.

4.4	To help us be an exemplar landlord of choice with increasing customer satisfaction, put in place measures to ensure we learn from every interaction and identify priority actions from 2019 Survey of Tenants and Residents (STAR), to produce recommendations and an action plan for implementing actions.	Natalie Lloyd		<ul style="list-style-type: none"> The STAR priorities business case has been approved and work has begun on implementing the actions identified. Actions so far have focused on improving communication with tenants via the My Home portal and developing targeted tenant communications via email and the Customer Access Point recorded phone messages.
4.5	Determine the feasibility and costs of a range of 'Smart Home' measures, to improve environmental performance, support vulnerable tenants, reduce operating costs and/or enhance the customer experience.	Alec Davis	March 2023	<ul style="list-style-type: none"> As part of our investigation on the feasibility of various 'smart home' measures, the Surveyors have completed the Domestic Retrofit course via the Building Research Establishment (BRE) Academy and also a Level 5 Diploma in Retrofit Coordination and Risk Management via the Retrofit Academy.
4.6	Produce a business case for resources to develop and implement a tenancy sustainment pilot which seeks to reduce rent arrears, improve access for maintenance and improve impacts on the wider community.	Lee Crowdell	March 2021	<ul style="list-style-type: none"> Yet to commence. According to the action lead, it is necessary to consider the scope of this project and identify resources for implementation.
4.7	Put in place a new approach to managing complaints of anti-social behaviour, based on an assessment of the nature of the complaint and putting greater emphasis on mediation as a means of resolution.	Lee Crowdell		<ul style="list-style-type: none"> A risk assessment process is in place and it is now part of the ASB case procedures. We are finalising a deal with Catch 22 to provide us with a mediation service.
4.8	Review internet usage amongst our tenants to understand barriers to usage, before developing measures as relevant and appropriate, to enable and increase internet usage.	Samantha Lakes	June/July 2021	<ul style="list-style-type: none"> The digital skills survey will commence at the end of June/start of July. It was agreed to hold off sending this out in April/May due to the HRA business plan consultation requiring an all-tenant survey to be sent out during this time period.

4.9	Seek the resources to assess the environmental performance of our housing stock in order to help determine what additional prioritised actions we are going to take to reduce carbon emissions and contribute to our climate emergency objectives.	Alec Davis	March 2023	<ul style="list-style-type: none"> Energy Performance Certificate (EPC) on the house stock is being collected and processed by the Energy Savings Trust. This will be used to identify the work required to lift the EPC rating to a minimum of grade C by 2030.
4.10	Bring forward innovative redevelopment opportunities for redundant and underused sheltered accommodation.	Lee Crowdell	Ongoing	<ul style="list-style-type: none"> The project about redundant and underused sheltered accommodation is continuing. The first draft of the shelter housing review has been considered by AD and further work is required.
4.11	Review our approach to managing void/redundant stock and identify measures to make better use of such properties.	Heather Tucker	Ongoing	<ul style="list-style-type: none"> Officers continue to discuss complex property matters and agree whether it is more cost effective to repair, dispose or convert.
4.12	Review our housing stock profile and commence a programme to dispose of properties that are expensive and/or low demand.	Heather Tucker	✓	<ul style="list-style-type: none"> Our Stock Condition Survey is well developed, and information from it can be used by the Housing Assets Review Group to make decisions on disposal.
4.13	Continue to review and update our Housing Revenue Account (HRA) business plan on an ongoing basis and save 1% of the budget through efficient and effective management between March 2019 and March 2022.	Gavin Fisk	March 2022	<ul style="list-style-type: none"> Work on a revised business plan will be delivered in the summer of 2021 and will explore the benefits of 'invest to save' initiatives.

- Strategic Aim 5:** Homes are in high quality sustainable environments, served by jobs and community facilities, appropriate green space, effective transport links and other necessary infrastructure

	Action	Action Lead	By When	Progress Update
5.1	Update the published Infrastructure Delivery Plan (IDP) to ensure that the Joint Local Plan can be delivered, by working with partners to assess infrastructure needs and delivery mechanisms, in line with Joint Local Plan (JLP) timescales.	Christine Thurlow	Ongoing	<ul style="list-style-type: none"> An IDP was published in September 2020 for the Reg 19 consultation of the JLP which was approved by both Councils in November 2019. The IDP will be regularly reviewed for the next stages

				of the JLP alongside a yearly review of the Infrastructure Funding Statement (IFS). The IDP is likely to be reviewed in Autumn 2021.
5.2	Ensure delivery of sufficient infrastructure to meet requirements arising from new developments, to create healthy and sustainable communities, as development proposals come forward and the Joint Local Plan is implemented.	Christine Thurlow	Ongoing	<ul style="list-style-type: none"> We continue to ensure that sufficient infrastructure is being delivered via planning obligations and CIL payments. As of June 2021, Babergh has allocated £2,072,415.11 of CIL for infrastructure. While Mid Suffolk has allocated £6,920,249.30 of CIL for infrastructure. This expenditure includes four school extensions, three extensions to health facilities and land for a forthcoming fifth school extension.
5.3	As part of other projects, investigate the viability of installing electric vehicle charging points to serve existing council houses, with timescales TBC through the Climate Emergency Strategy.	James Buckingham	TBC	<ul style="list-style-type: none"> Since April 2021 we have identified 14 potential car parks in the two districts where we could install charging points. We are now liaising with UK Power Networks and with the Councils' Procurement Team to obtain indicative costs for the infrastructure and capital requirements. We will then apply for funding to the Government's Office of Zero Emission Vehicles (OZEV). The Councils' projects to install solar PV carports at the Station Road, Sudbury and Gainsborough Road, Stowmarket car parks are also progressing with the planning applications being submitted in the last week. These schemes each

				include 5 electric vehicle charging points.
5.4	When appropriate, conduct ongoing reviews and adopt updated (i) Community Infrastructure Levy (CIL) spending framework, (ii) Infrastructure Funding Statement (IFS) and (iii) CIL charging schedule.	Christine Thurlow	Ongoing	<ul style="list-style-type: none"> • Significant work has been undertaken, with Members, to develop an amended framework for the spending of CIL through the third review of the CIL Expenditure Framework. This third review was adopted by both Councils in March 2021. • An IFS was adopted for both Councils in November 2020 and published on the website in December 2020. This document for each Council will be reviewed each year and presented to both Councils to adopt and be published on the website. • The viability study was updated and made public to support the JLP and the revised Community Infrastructure Levy Rates Consultation in November 2020. The revised CIL rates consultation will be examined in public by an Inspector following submission to Planning Inspectorate (PINS) in 2021.
5.5	Support the development, with partners, of the Suffolk Design (SD) approach.	Philip Isbell	Ongoing	<ul style="list-style-type: none"> • Work on Suffolk Design continues and will reflect updates to the National Planning Policy Framework (NPPF), our net zero ambitions and our shared approaches to improving the quality, affordability and quantity of homes in Suffolk.

				<ul style="list-style-type: none"> • The focus of this work is on developing a single Design Management Process for use across all Suffolk authorities to operationalise the consideration of design and functionality at every stage in the development process, from initial site identification to post-occupancy reviews. • <u>Design Charter</u>: the high-level commitment to quality design has essentially been over-taken by wider documents (e.g. Climate Emergency Plan / Recovery planning). • <u>Design Management Process</u>: Currently going forward via a group of planning officers led by Philip Isbell. The aim is to have the 11-step process in draft by mid/late summer and this will provide a framework for all Suffolk authorities and stakeholders such as developers, Registered Providers and Homes England to sign up to confirm that they will incorporate design issues at every stage of the development process.
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- **Strategic Aim 6:** Best use is made of private sector land and private accommodation across the districts

Action	Action Lead	By When	Progress Update
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6.1	Establish a landlord's forum, to advise and assist landlords in respect of legal responsibilities, grant availability and universal credit, to build better relationships and increase access to the private rented sector	Stephanie Lloyd and Susannah Farrer	TBC	<ul style="list-style-type: none"> • Yet to commence. However, a landlord forum and formal launch event is expected to be factored into the next stage of the Central Suffolk Lettings' marketing strategy. • The relationships with letting agents and private landlords have been greatly enhanced and now the Central Suffolk Lettings team boasts a database of over 100 private landlords and letting agents that are willing to work with us in the Babergh and Mid Suffolk area.
6.2	Increase the number of empty homes which the Councils support back into use between April 2020 and April 2021, above the number brought back to use during 2019 and 2020. Suggested by the action lead to start monitoring from 2021 onwards.	Justin King	April 2021/22	<ul style="list-style-type: none"> • According to the action lead, this action has not been a priority service during the pandemic and may start to ease during 2021/22. • As of May 2021, 5 grants were offered to BDC and 4 for to MSDC. Granted were 2 for BDC and 2 for MDSC. • In addition, we are now actively engaging with owners and as of May 2021 we have 19 in BDC and 8 in MSDC.
6.3	Increase the number of grants awarded to private landlords to install modern and efficient heating and insulation systems, to improve the health and wellbeing of residents and the energy efficiency of the homes, on an ongoing basis.	Justin King	Ongoing	<ul style="list-style-type: none"> • In April 2021, we had 23 landlord grants awarded to private landlords to install modern and efficient heating and insulation systems. Whilst 16 owner occupiers have been completed through renovation grants. In addition, we have completed two Renovation Empty Homes Grant.

6.4	Review our approach to House in Multiple Occupancy (HMO) and HMO licencing and develop a targeted approach to engaging with a broader range of properties.	Justin King	TBC	<ul style="list-style-type: none"> All HMOs licences are processed and reactive inspections are continued, where needed. A new proactive HMO inspection programme will be implemented once the team is restructured and in post during 2021/22. As of June 2021, there are no new HMO licenses. In total, we have 14 HMO licenses in BDC and 4 in MSDC.
6.5	Work with Suffolk authorities to develop and implement a new approach to delivering Disabled Facilities Grants (DFGs).	Heather Tucker	✓	<ul style="list-style-type: none"> The new in-house Independent Living Service was implemented in December 2020 and provides our new approach to manage and deliver the DFGs through the Home Improvement Agency Model.
6.6	Develop and implement a project to increase awareness of the availability of support for private tenants in respect of housing conditions and energy efficiency standards, to ensure we take more effective action against landlords	Justin King	TBC	<ul style="list-style-type: none"> Suffolk Local Authorities are currently putting a bidding for Private Sector Enforcement Funding which relates to properties in the private rented sector where their Energy Performance Certificate is between F and G category.

- Strategic Aim 7:** People live in vibrant and well-connected communities; and homes and communities continue to meet the changing needs of residents

	Action	Action Lead	By When	Progress Update
7.1	Developing a Communities Strategy which encourages greater participation and involvement.	Vicky Moseley	✓	<ul style="list-style-type: none"> The Councils' Communities Strategy amendments are complete and the action plan which include actions to encourage the participation and involvement of our communities, has been formally approved.

7.2	Developing the Integrated Neighbourhood Teams to improve the way housing, health and care services are delivered with and for local people.	Vicky Moseley	Ongoing	<ul style="list-style-type: none"> Officers from the Communities Team sit on INTs in Sudbury, South Rural, Stowmarket, Bury Rural and Eye, and they continue to develop pathways to improved health and social care for residents and social housing. The INTs are currently working on their Delivery Plans to promote actions to influence the way housing, health and cares services can be accessible to our communities.
7.3	Work with partners on the Suffolk Housing Board to produce detailed analysis of housing needs for older and vulnerable people; focussing on mix, type, numbers required and spatial distribution. Analysis to include downsizing opportunities and to consider alternatives to Extra Care Housing.	Robert Feakes	TBC	<ul style="list-style-type: none"> Yet to commence. A Suffolk Housing Board coordinator has been appointed and the scope of this project is hoped to be identified.
7.4	Work with partners across Suffolk to deliver suitable and sufficient pitches for Gypsies and Travellers to meet identified needs.	Louise Barker	Ongoing	<ul style="list-style-type: none"> A potential short-stay permanent site was identified and it went to pre-application with planning. However, this site has stalled. Overall, work continues to consider other suitable sites within the project group which has been created to consider short-stay permanent sites. The action lead believes that this action should be revised during the housing strategy relaunch process.
7.5	Review our Housing Allocations Policy to consider how it meets the needs of older or vulnerable applicants and develop proposed revisions.	Karen Carter	✓	<ul style="list-style-type: none"> Officers reviewed the Housing Allocations Policy to ensure it meets the needs of all of our applicants within the identified housing need, including older and vulnerable residents.

				<ul style="list-style-type: none"> The Allocations Policy was fully approved on the 7th and 8th of June by both Councils.
7.6	Ensure the Joint Local Plan includes policies to increase the supply of specialist and accessible housing, in line with Local Plan preparation timescales. (To keep monitoring until JLP is finalised – now subject to examination)	Robert Hobbs	✓	The JLP was submitted to the secretary of state on 31 st March 2021 and it is now subject to examination. Within the JLP is policy LP07, which specifically accommodates for supported and special needs housing. And policy LP06, which is for all major housing development to accommodate 50% M4(2) and bungalows to help with specialist and accessible housing in addition to the 35% AH requirement.

- Strategic Aim 8:** Everyone has a suitable home, and residents are able to live as healthily, safely, independently as possible within sustainable communities

	Action	Action Lead	By When	Progress Update
8.1	Identify resources to bring forward environmental improvements to the Councils' estate, prioritising measures which support the health and wellbeing of our residents and encourage social interaction, and working with local people, communities and other partners. To be prepared by October 2020, to begin implementation during 2021.	Sarah Carter and Hellen Cufley	October 2020-2021	<ul style="list-style-type: none"> Most projects are in the planning stages or on hold due to reprioritisation of work due to Covid. In addition, the grounds maintenance in BDC will be in-house later in the year. The wildflower and tree planting messages were sent to all parishes and there was a very positive response. Parishes have identified lands for increasing biodiversity and applications from them have been received by the Councils. Next steps include determining how the Councils will help Parishes towards biodiversity goals.

8.2	Identify strategic objectives for carbon reduction from our housing stock, to contribute to corporate and countywide climate emergency objectives.	Keith Turner	June 2023	<ul style="list-style-type: none"> • BMSDC (as part of the Suffolk Climate Change Partnership) was awarded £750K from the Government's Green Homes Delivery Scheme. • To date we have installed 32 Council properties with Air Source Heat Pumps. The progress on Thermal Insulation has been delayed due to procurement, this has now been through a Framework and we will be awarding the contract in the coming months. • To assist us with understanding of the Energy Performance Certificate (EPC) status of our Housing Stock, we have recently trained two members of the team who are now able to conduct EPC's. This will allow a more streamlined approach and keep the work in-house as opposed to using contractors. • We have successfully entered into a partnership with the Energy Saving Trust who are able to provide us with a wealth of data on our Housing Stock across a large range of fields. • This data is being reviewed to identify the properties that require works to raise the level of their EPC and what the works are. This will provide housing with an outline of those that would benefit from specific retrofit works and automatically require
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				decisions on retaining these specific homes within our housing portfolio.
8.3	Implement a programme of upgrades to heating systems in council stock, replacing oil systems wherever possible and prioritising heat pumps where appropriate.	Alec Davis and Scott Jennings	Ongoing	<ul style="list-style-type: none"> We have now fitted 15 ASHP's (air source heat pump) in Babergh and 6 in Mid Suffolk. These have replaced oil systems and electric storage heater systems. We are in the process of finalising a contract for EWI and hope that this will commence shortly. The deadline for completing the funding work for BEIS (Department for Business, Energy and Industrial Strategy) has now been extended to the end of September 2021.
8.4	Prepare a broad specification for new build council stock, to include consideration of passive technologies and measures to increase accessibility.	Gavin Fisk	September 2021	<ul style="list-style-type: none"> A new Design Guide and Specification has been developed and will be used when developing the Councils own new housing in the future.
8.5	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 (e.g. non-elective hospital admissions).	Gavin Fisk	TBC	<ul style="list-style-type: none"> Whilst we have the Multi-Agency Safeguarding Hub in place, this action is yet to commence. Not a priority at the current time, to pick up in a future review.
8.6	Work with partners across the Suffolk system, including Health, to further develop measures to support vulnerable residents during winter.	Vicky Moseley	Ongoing	<ul style="list-style-type: none"> Officers are working with Eye Integrated Neighbourhood Teams (INTs) to ensure and support GPs and Primary Care Networks on the delivery of Covid-19 vaccinations and looking at supporting the INTs with localised health objectives as recommended by the Public Health Placed Based Needs Assessments.

8.7	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.	Vicky Moseley	August 2021 	<ul style="list-style-type: none"> Projects are continuing while following Government restrictions and rules in relation to the Covid-19 pandemic. Timescales for Active Wellbeing projects at Glemsford and Eye are due to finish in June 2021 with the project at Shotley/Holbrook going until end of Aug 2021. Officers are currently having discussions with Leisure Operators to identify possibilities to maintain some parts of the programme.
8.8	Embedding Making Every Contact Count.	Heather Tucker		Complete
8.9	Developing with others local Dementia Action Alliances (DAA), 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.	Vicky Moseley	TBC	<ul style="list-style-type: none"> Hadleigh DAA was successfully launched. New DAA in Sudbury was relaunched in May 2021. In addition, some DAA activities which were previously on hold or occurring virtually due to Covid, are now back to face-to-face.
8.10	Collaborating with our partners to establish social prescribing schemes and non-medical referral options to improve wellbeing.	Vicky Moseley	Ongoing	<ul style="list-style-type: none"> We continue to work with our partners to establish social prescribing schemes and non-medical referral options to improve wellbeing. We have six Social Prescribers as known as Health Connectors and three as known as Lifelink Workers.
8.11	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.	Luke Godley	Ongoing	<ul style="list-style-type: none"> Since we introduced the Mailchimp campaign, engagement with our tenants has improved significantly. We have sent several generic messages out to tenants, one focused around the repairs service and Covid and another regarding

				<p>getting feedback from tenants via a tenant satisfaction survey.</p> <ul style="list-style-type: none"> In addition, all temporary accommodation residents who have an email address are now able to sign-up to 'My Home' as part of the on-boarding process and this is offered to new residents when signing up to temporary accommodation. Repairs for My Home now scheduled for the end of July to present at HMT.
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- Strategic Aim 9:** Both Councils have strong relationships with residents, developers and other partners that enable us to deliver housing, infrastructure and services effectively, and to innovate where appropriate

	Action	Action Lead	By When	Progress Update
9.1	Provide support to neighbourhood planning groups to create and 'make' effective plans which deliver the housing that communities want in the designated area.	Paul Bryant	Ongoing	<ul style="list-style-type: none"> In Babergh, 5 Neighbourhood Plans have been adopted and officers are engaging with and supporting 27 communities to prepare or amend their Plans. In Mid Suffolk, 11 Neighbourhood Plans have been adopted and a further 15 communities are preparing or amending their Plans.
9.2	Continue active and regular engagement with registered providers (RPs), and potential new providers, to increase the supply of new homes, including from for-profit housing associations, on an ongoing basis but to provide a report to Housing Cabinet Members with information gathered and any recommendations, in December of each year.	Louise Barker	Ongoing	<ul style="list-style-type: none"> We continue to engagement with our RPs on an ongoing basis. Meetings with developers and RPs occur regularly. We have recently sent a letter to our RPs to demonstrate

				appreciation for their collaborative working and partnership with the Councils.
9.3	Maintain our stronger relationship with Homes England in order to optimise the funding streams for which we are eligible, including borrowing within the Housing Revenue Account (HRA).	Louise Barker	Ongoing	<ul style="list-style-type: none"> The Strategic Housing Team are not responsible for HRA borrowing. This sits with the Assets team. However, Strategic Housing Team officers have regular discussions with Homes England to source funding and support funding programmes for our RPs. The action lead believes that this action should be revised during the housing strategy relaunch process.
9.4	Work collectively as local authorities, within Suffolk, to support the effective delivery of services in relation to Housing through means of the Suffolk Housing Board.	Gavin Fisk	Ongoing	<ul style="list-style-type: none"> A work programme for the Suffolk Housing Board is currently being developed and will be presented to Suffolk Chief Officers during summer this year. A recent analysis has highlighted a range of Strengths, Weaknesses, Opportunities and Threats (SWOT) as a result of the direct feedback of members of the board. This will be used to develop the Board further over the short and medium term.