

JULY 16, 2021

HOMES AND HOUSING STRATEGY

REPORT – PROGRESS AND CONSIDERATIONS



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Contents

- **SUMMARY.....2**
- **RECOMMENDATIONS.....3**
- **STRATEGIC AIMS AND ACTIONS.....5**
 - **STRATEGIC AIM 1..... 5**
 - **STRATEGIC AIM 2..... 6**
 - **STRATEGIC AIM 3..... 6**
 - **STRATEGIC AIM 4..... 7**
 - **STRATEGIC AIM 5..... 8**
 - **STRATEGIC AIM 6..... 8**
 - **STRATEGIC AIM 7..... 9**
 - **STRATEGIC AIM 8..... 10**
 - **STRATEGIC AIM 9..... 11**
- **APPENDIX.....12**

SUMMARY

Babergh and Mid Suffolk District Councils' vision for housing is for residents to live in affordable and high-quality homes that enable them to build settled, safe and healthy lives, within sustainable and thriving communities. The Councils' Joint Homes and Housing Strategy was developed to focus on the five-year period from 2019 to 2024 and sets out the strategic Housing Delivery Plan we wish to deliver.

Despite of the Covid-19 pandemic limiting and reprioritising the provision of certain housing services, our officers continued to work hard towards the Councils' housing vision. Since February 2021 to date (13th July 2021), significant progress has been achieved within the Housing Delivery Plan. The table below provides a comparable analysis of the progress achieved between February and July 2021.

| February-March2021 | June-July 2021 | Difference ≠ |
|--------------------------------|-------------------------------|--------------|
| 9 actions complete | 12 actions complete | +3 |
| 62 actions in progress | 69 actions in progress | +7 |
| 11 actions experiencing delays | 0 actions experiencing delays | +11 |
| 12 actions to commence | 11 actions to commence | +1 |

Finally, it is important to acknowledge that many of our actions are delivered on an ongoing basis and our high level of success relies on the continuing efforts of our workforce. The bar chart below provides the overall and current status of the Housing Delivery Plan.

Homes & Housing Strategy - Housing Delivery Plan June/July 2021

Information below relates to the monitored progress against actions within the housing delivery plan of the Councils' Joint Homes & Housing Strategy.

| | |
|-----------------------------|-----------|
| Total of Actions | 92 |
| Actions delivered | 12 |
| Actions in Progress | 69 |
| Actions experiencing delays | 0 |
| Actions to commence | 11 |

Table: Francine Esteves Tarn - Housing Strategy and Policy Officer • Source: BMSDC Housing Delivery Plan • Created with Datawrapper

RECOMMENDATIONS

- **Homes and Housing Strategy Relaunch 2022**

In September 2021, the Strategy will reach the midpoint of its proposed five-year lifespan. Since the Strategy started in 2019, new policy priorities have emerged, such as the Councils’ decision to acknowledge the climate emergency and commit to supporting efforts to create a zero-carbon Suffolk by 2030. Additionally, the Covid-19 pandemic has also contributed to socio-economic changes and emerging policy considerations with more focus on health and wellbeing.

Particularly in the housing sector, new ways of living have emerged and the meaning of housing has changed significantly, with more people acknowledging the importance of great quality homes designed to be adaptable to meet the changing needs of an ageing population. Therefore, the Strategy would benefit from incorporating greater investment on Carbon Zero homes and more emphasis on the Habitats and Biodiversity of estates and Communities.

- **Housing workshops – Major housing issues and areas of work requiring enhancement**

After a series of housing workshops conducted and attended by Senior Leadership and Cabinet Members, major housing issues have been identified and the Councils’ Assistant Director for Housing has recognised that such issues should be considered and further explored by those who may be responsible for reviewing the Strategy’s nine strategic aims and current action plan. The table below provides the major issues identified during the housing workshops while the second table shows the areas of work requiring further enhancement and increased focus.

Major housing issues

| | |
|--|--|
| <ul style="list-style-type: none"> • Prioritisation of Affordable Housing – Local Homes for Local People to meet Local need | <ul style="list-style-type: none"> • New ways of living – how live/work homes can meet future need |
| <ul style="list-style-type: none"> • Affordable Housing Solutions – What does Affordable truly mean? Affordable solutions must be available to all across a range of tenures; Social Housing; New Starter homes; Areas of high demand | <ul style="list-style-type: none"> • Engagement with stakeholders (e.g. Communities, tenants, Parish Councils) |
| <ul style="list-style-type: none"> • A Housing market which has greater space for small, medium and large-scale developers and which provides housing that exceeds expectations | <ul style="list-style-type: none"> • Stigma/perception (e.g. of renting vs home ownership) |
| <ul style="list-style-type: none"> • Shortages of specialist accommodation to meet specific needs | <ul style="list-style-type: none"> • Understanding housing demand – in relation to the needs of the resident, now and in the future, including the type, tenure, location etc |
| <ul style="list-style-type: none"> • Provision of Council Housing of the right type, right size in the right location | <ul style="list-style-type: none"> • Effective Planning and effective engagement between Developers, local |

| | |
|---|--|
| | communities and Parish Councils acting as a key |
| <ul style="list-style-type: none"> Housing Service – Education and understanding in relation to delivering and maintaining social housing (e.g. Allocations; Car parking, Garages and Anti-Social Behaviour) | <ul style="list-style-type: none"> Build out rates – The Long Lag between Outline, Reserved, On site and Conditions set |
| <ul style="list-style-type: none"> Planning for an Ageing Population – not just more bungalows | <ul style="list-style-type: none"> Retrofit – of all tenures – grants for insulation, micro generation etc |
| <ul style="list-style-type: none"> Environment – Habitats and the environment around our homes, estates and communities. Focus on emissions in housing more encouragement for all tenures to reduce emissions in their own homes | <ul style="list-style-type: none"> Behaviours and attitudes toward Housing growth/densification of villages |

Areas of work requiring enhancement

| | |
|--|--|
| <ul style="list-style-type: none"> Greater partnership working to deliver large scale projects | <ul style="list-style-type: none"> Development of more flats/low rise accommodation |
| <ul style="list-style-type: none"> Greater focus on Social Rent rather than affordable rent in relation to our own development | <ul style="list-style-type: none"> Homes for life that adapt and evolve to meet the changing needs of the residents |
| <ul style="list-style-type: none"> Development of Self-Build as a viable alternative option with sufficient support and provision | <ul style="list-style-type: none"> Expansion of the Private Rented Sector providing high quality accommodation |
| <ul style="list-style-type: none"> Greater emphasis on Biodiversity, and Habitats as well as supporting all tenures with Environmental Improvements | <ul style="list-style-type: none"> Investment in homes of all tenures |
| <ul style="list-style-type: none"> Balance between Housing density and attractiveness | <ul style="list-style-type: none"> Specialist accommodation - to meet specific needs |
| <ul style="list-style-type: none"> Focus on Design and spaces people want to live in | <ul style="list-style-type: none"> Working with developers to achieve mutual benefit for all |
| <ul style="list-style-type: none"> Right housing, Right Size, Right Type, Right Location for the right person | <ul style="list-style-type: none"> Greater Planning for an Ageing Population – not just a need to build more bungalows. |
| <ul style="list-style-type: none"> Stronger enforcement through Tenancy Agreement | <ul style="list-style-type: none"> Housing Service – Education and understanding in relation to delivering and maintaining quality social housing e.g. Allocations, Anti-Social Behaviour, Parking, Compliance with Tenancy Agreement |

STRATEGIC AIMS AND ACTIONS

The 'Homes and Housing Strategy' is supported by **nine strategic aims** and a robust housing delivery plan currently comprised of 92 actions. A complete list of the actions (including action leads' names) for each aim may be found in the Appendix to this document.

Covering the period between June and July 2021, this report provides nine bar charts which were produced to visually demonstrate the overall aspects of the progress made by each of the nine strategic aims. Following each graph, the most significant achievements were highlighted and where identified, major issues have been considered.

➤ Strategic Aim 1

Overall Aspects of Strategic Aim 1

Information below relates to the monitored progress against actions within the housing delivery plan of the Councils' Joint Homes & Housing Strategy.

| | |
|-----------------------------|-----------|
| Total of Actions | 14 |
| Actions delivered | 2 |
| Actions in progress | 11 |
| Actions experiencing delays | 0 |
| Actions to commence | 1 |

Table: Francine Esteves Tarn - Housing Strategy and Policy Officer • Source: BMSDC Housing Delivery Plan • Created with Datawrapper

Highlights

- Between 2020 and 2021, Babergh acquired 13 council housing acquisitions and 16 new developments through s106 acquisitions. During the same period, Mid Suffolk acquired 25 council housing acquisitions. Both Councils are now expecting to acquire another 151 council housing acquisitions (111 in Babergh and 40 in Mid Suffolk) through s106 acquisitions from developers on s106 sites between 2021 and 2022.
- As part of our Growth programme to deliver 300 new affordable and open market homes, open market homes are 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.
- Our pre-application process is working effectively with an increase in customers using the pre-application service. For quarter two, we received 187 pre-applications comparable to 149 within the same period in the previous year.

➤ Strategic Aim 2

Overall Aspects of Strategic Aim 2

Information below relates to the monitored progress against actions within the housing delivery plan of the Councils' Joint Homes & Housing Strategy.

| | |
|-----------------------------|----------|
| Total of Actions | 8 |
| Actions delivered | 0 |
| Actions in progress | 6 |
| Actions experiencing delays | 0 |
| Actions to commence | 2 |

Table: Francine Esteves Tarn - Housing Strategy and Policy Officer • Source: BMSDC Housing Delivery Plan • Created with Datawrapper

Highlights

- As part of our aim to identify future alternative use for unsuitable garage sites (including use for housing), the Assets team have identified 15 sites for potential development in the future.
- As of June 2021, we have 8 Community Land Trusts currently being developed and another 6 formally set up. Between April 2020 and June 2021, Community Led Housing has successfully received a total of 7 grants (approximately £25,051). These grants have been used to help towards the Councils' affordable delivery targets.
- As part of our goals to make investment decisions to increase the overall supply of affordable housing, we delivered a series of Digital Surveys to a wide range of stakeholders with the aim to collect their feedback and use the surveys' results to deliver a series of workshops with stakeholders which should take place during this month.
- We have prioritised our local connection criteria and further discussions to review and update our local connection criteria are taking place this month.

➤ Strategic Aim 3

Overall Aspects of Strategic Aim 3

Information below relates to the monitored progress against actions within the housing delivery plan of the Councils' Joint Homes & Housing Strategy.

| | |
|-----------------------------|-----------|
| Total of Actions | 25 |
| Actions delivered | 1 |
| Actions in progress | 20 |
| Actions experiencing delays | 0 |
| Actions to commence | 4 |

Table: Francine Esteves Tarn - Housing Strategy and Policy Officer • Source: BMSDC Housing Delivery Plan • Created with Datawrapper

Highlights

- As part of our ongoing work to help clients to manage their income effectively, between April and May 2021 (latest captured statistical numbers), both Councils:
 - reported 81 in-house and 28 tenure neutral referrals.
 - were awarded the amount of £21,886 through the Discretionary Housing Payment which also includes maximising income from other welfare benefits and
 - brought in £1,587 of food parcels to family and individuals in need.
- As part of accessing funding streams for additional support to tackle rough sleeping, 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.
- We supported the recommissioning of Housing Related Support (HRS) services, in partnership with other Suffolk authorities and this will be ready to commence during summer 2022.

➤ Strategic Aim 4

Overall Aspects of Strategic Aim 4

Information below relates to the monitored progress against actions within the housing delivery plan of the Councils' Joint Homes & Housing Strategy.

| Total of Actions | 13 |
|-----------------------------|----|
| Actions delivered | 3 |
| Actions in progress | 9 |
| Actions experiencing delays | 0 |
| Actions to commence | 1 |

Table: Francine Esteves Tarn - Housing Strategy and Policy Officer • Source: BMSDC Housing Delivery Plan • Created with Datawrapper

Highlights

- As part of our goals to become an exemplar landlord of choice, 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. In addition, we are now collecting tenant satisfaction data and a similar data will be collect for Anti-Social Behaviour work.
- As part of our goals to improve the environmental performance of our housing stock, 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.
- As part of our goals to enable and increase internet usage amongst our tenants, we have developed a digital skills survey which will commence during July. The survey results will be used to understand the tenants' barriers to internet access and usage

and develop measures as relevant and appropriate to help our tenants to reduce such barriers.

➤ Strategic Aim 5

Overall Aspects of Strategic Aim 5

Information below relates to the monitored progress against actions within the housing delivery plan of the Councils' Joint Homes & Housing Strategy.

| | |
|-----------------------------|----------|
| Total of Actions | 5 |
| Actions delivered | 0 |
| Actions in progress | 5 |
| Actions experiencing delays | 0 |
| Actions to commence | 0 |

Table: Francine Esteves Tarn - Housing Strategy and Policy Officer • Source: BMSDC Housing Delivery Plan • Created with Datawrapper

Highlights

- As part of our goals to deliver sufficient infrastructure and create healthy and sustainable communities, in June, both Councils have allocated together £8,992,664.41 (£2,072,415.11 for Babergh and £6,920,249.30 for Mid Suffolk) of Community Infrastructure Levy (CIL) for infrastructure purposes. This expenditure includes four school extensions, three extensions to health facilities and land for a forthcoming fifth school extension.
- As part of our goals to investigate the viability of installing electric vehicle charging points to serve our housing stock, since April 2021 we have identified 14 potential car parks within both 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).
- In addition, the Councils' projects to install solar PV carports at the car parks in Sudbury and Stowmarket are also progressing with the planning applications being submitted in June. These schemes each include 5 electric vehicle charging points.

➤ Strategic Aim 6

Overall Aspects of Strategic Aim 6

Information below relates to the monitored progress against actions within the housing delivery plan of the Councils' Joint Homes & Housing Strategy.

| | |
|-----------------------------|----------|
| Total of Actions | 6 |
| Actions delivered | 1 |
| Actions in progress | 4 |
| Actions experiencing delays | 0 |
| Actions to commence | 1 |

Table: Francine Esteves Tarn - Housing Strategy and Policy Officer • Source: BMSDC Housing Delivery Plan • Created with Datawrapper

Highlights

- 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. Officers are now planning to develop a landlord forum for which a formal launch event should be expected to be factored into the next stage of the Central Suffolk Lettings' marketing strategy.
- As of June 2021, there are no new House in Multiple Occupancy (HMO) licenses. In total, we have 14 HMO licenses in Babergh and 4 in Mid Suffolk. A new HMO proactive inspection programme is expected to be implemented once the Private Sector Housing team is restructured.
- Together with other Suffolk Local Authorities, we 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. If successful, this funding will help the Councils to implement a project to increase awareness of the availability of support for private tenants in respect of energy efficiency standards and housing conditions. Therefore, helping our officers to ensure we take more effective action against landlords.

➤ Strategic Aim 7

Overall Aspects of Strategic Aim 7

Information below relates to the monitored progress against actions within the housing delivery plan of the Councils' Joint Homes & Housing Strategy.

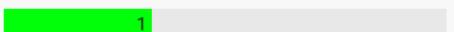
| | |
|-----------------------------|--|
| Total of Actions | 6 |
| Actions delivered |  3 |
| Actions in progress |  2 |
| Actions experiencing delays | 0 |
| Actions to commence |  1 |

Table: Francine Esteves Tarn - Housing Strategy and Policy Officer • Source: BMSDC Housing Delivery Plan • Created with Datawrapper

Highlights

- 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. The Allocations Policy was fully approved on the 7th and 8th of June by both Councils.
- 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.

- The Integrated Neighbourhood Teams are currently working on their Delivery Plans to promote actions to influence the way housing, health and care services can be accessible to our communities.

➤ Strategic Aim 8

Overall Aspects of Strategic Aim 8

Information below relates to the monitored progress against actions within the housing delivery plan of the Councils' Joint Homes & Housing Strategy.

| Total of Actions | 11 |
|-----------------------------|----|
| Actions delivered | 2 |
| Actions in progress | 8 |
| Actions experiencing delays | 0 |
| Actions to commence | 1 |

Table: Francine Esteves Tarn - Housing Strategy and Policy Officer • Source: BMSDC Housing Delivery Plan • Created with Datawrapper

Highlights

- As part of our goals to identify resources to bring forward environmental improvements to the Councils' states, we sent wildflower and tree planting messages 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.
- We have also 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 an outline of those that would benefit from specific retrofit works and automatically require decisions on retaining these specific homes within our housing portfolio.
- We continue to replace oil systems where possible and prioritise air source heat pumps (ASHP) where appropriate within our housing stock. As of June 2021, we have now fitted 15 ASHP's in Babergh and 6 in Mid Suffolk. These have replaced oil systems and electric storage heater systems.
- The Councils' Active Wellbeing programme focused on older people and those living in rural areas is coming to an end. Timescales for the programme at Glemsford and Eye are due to finish in June 2021 with the project at Shotley/Holbrook going until the end of August 2021. Officers are currently having discussions with Leisure Operators to identify possibilities to maintain some parts of the programme.
- Since we introduced the Mailchimp campaign, engagement with our tenants has improved significantly. 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.

➤ Strategic Aim 9

Overall Aspects of Strategic Aim 9

Information below relates to the monitored progress against actions within the housing delivery plan of the Councils' Joint Homes & Housing Strategy.

| | |
|-----------------------------|----------|
| Total of Actions | 4 |
| Actions delivered | 0 |
| Actions in progress | 4 |
| Actions experiencing delays | 0 |
| Actions to commence | 0 |

Table: Francine Esteves Tarn - Housing Strategy and Policy Officer • Source: BMSDC Housing Delivery Plan • Created with Datawrapper

Highlights

- As of June 2021, 5 Neighbourhood Plans have been adopted in Babergh and officers are 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.
- As part of our goal to support the effective delivery of services in relation to Housing through means of the Suffolk Housing Board, 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.

APPENDIX

- 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 [Housing Delivery Plan](#) updated for the period between June and July 2021.

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 | |
|---------|---|-------------------------------|
| 1.1 | Adopt a Joint Local Plan 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, by TBC. | Robert Hobbs |
| 1.2 | Publish robust viability testing of the Joint Local Plan which gives confidence that both infrastructure and affordable housing needs could be met, with publication in line with Local Plan preparation timescales. | Christine Thurlow |
| 1.3 | Continue to engage with developers and RPs and keep housing evidence up to date (the SHMA and other more detailed/specialist sources) in order to ensure that new supply meets housing needs, on an ongoing basis. | Louise Barker |
| 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 |
| 1.5 | Continue to improve our approach to discharging planning conditions, by providing additional clarity on the information we require from developers in order to discharge conditions effectively, on an ongoing basis. | Julie Havard |
| 1.6 | Publish a 3-year development pipeline of new council housing (new council development and acquisitions) on an annual basis. | Hazel Ellard |
| 1.7 | Deliver 300 new affordable and open market homes through Babergh and Mid Suffolk Growth by March 2023. | Hazel Ellard and Emily Attack |
| 1.8 | Maximise delivery of affordable housing, via planning obligations on all qualifying sites, in accordance with the NPPF and local policy, on an ongoing basis | Louise Barker |
| 1.9 | Embed our new pre-application process and then review its effectiveness, by March 2021. | Julie Havard |
| 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 |
| 1.11 | Continue to ensure that planning applications are determined on time and Section 106 agreements are signed off promptly, on an ongoing basis. | Julie Havard |
| 1.12 | Use compulsory purchase powers, where appropriate, to unlock stalled sites and/or allocations. | Christine Thurlow |

| | | |
|-------|--|--------------|
| 1. 13 | Encourage and support Self- and Custom Build developers by setting out positive policies in the Joint Local Plan, to meet statutory duties, in line with Local Plan preparation timescales. (To keep monitoring until JLP is finalised – now subject to examination) | Robert Hobbs |
| 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 |

- **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 |
|--------|--|---------------|
| 2.1 | Adopt an Affordable Housing SPD to detail the circumstances in which we would take a flexible approach to tenure mix to maximise delivery. | Louise Barker |
| 2.2 | Provide advice and encouragement to community-led housing schemes and the formation of Community Land Trusts, with the objective of delivering new affordable housing, on an ongoing basis. | Delia Cook |
| 2.3 | Make recommendations for future alternative uses for low demand or unsuitable garage sites. | Lee Crowdell |
| 2.4 | Enhance the data we hold on to our own housing stock, in order to improve our maintenance plans. | Alec Davis |
| 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 |
| 2.6 | Publish a framework for making investment decisions to increase the overall supply of affordable housing, making use of the Housing Revenue Account and working collaboratively with housing associations. | Gavin Fisk |
| 2.7 | Work with partners to produce an enhanced affordable housing stock database, to support housing enabling and development decisions, by December 2021. | Louise Barker |
| 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 |

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

| ACTION | | ACTION LEAD |
|--------|--|-----------------|
| 3.1 | Audit the Council's Housing Solutions (Homelessness) Service by March 2021. | Susannah Farrer |
| 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 |
| 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, by December 2021. | Susannah Farrer |
| 3.4 | Develop and implement a comprehensive online advice service for clients to access housing options advice. | Susannah Farrer |
| 3.5 | Continue to ensure that all cases are accurately recorded in order to inform future strategy and audit this process. | Susannah Farrer |

| | | |
|------|---|-----------------|
| 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 |
| 3.7 | Create a multi-agency panel to manage, monitor and find housing solutions for the hardest to house clients. | Susannah Farrer |
| 3.8 | Create a programme of pre-tenancy assessments and training for new tenants, intended to help tenants manage their properties and their own finances by October 2020. Initially this should focus on those in temporary accommodation or requesting assistance through the Rent Deposit Scheme | Victoria Stuart |
| 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 |
| 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 |
| 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 |
| 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 |
| 3.13 | Build relationships with local CABs to agree a protocol for joined up working to support individuals and families experiencing complex housing difficulties. | Victoria Stuart |
| 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 |
| 3.15 | Complete the review of temporary accommodation to ensure sufficient supply of TA to reduce the usage of Bed and Breakfast accommodation. | Heather Tucker |
| 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 |
| 3.17 | Support the recommissioning of Housing Related Support Services, in partnership with other Suffolk authorities. | Heather Tucker |
| 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 |
| 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 |
| 3.20 | Continue to ensure that all temporary accommodation is regularly inspected to ensure it meets all regulatory standards, on an ongoing basis. | Victoria Stuart |
| 3.21 | Enhance our Tenancy Support Service and investigate the possibility of a resettlement scheme for those in temporary accommodation, by March 2021. | Victoria Stuart |
| 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 |
| 3.23 | Continue to access funding streams when available for additional support to tackle rough sleeping, on an ongoing basis. | Heather Tucker |

| | | |
|------|---|---------------|
| 3.24 | Ensure contact is made with all rough sleepers within 24 hours of being notified of them, on an ongoing basis. | Brenda Harris |
| 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 |

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

| ACTIONS | | ACTION LEAD |
|---------|---|----------------|
| 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, to become an exemplar landlord of choice, with service standards to be in place by TBC. | Lee Crowdell |
| 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 |
| 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) by March 2021. | Polly Bearman |
| 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 Star Survey, to produce recommendations and an action plan for implementing actions, by September 2020. | Natalie Lloyd |
| 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, by December 2020. | Alec Davis |
| 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, by March 2021. | Lee Crowdell |
| 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, by March 2021. | Lee Crowdell |
| 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, by December 2020. | Samantha Lakes |
| 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 |
| 4.10 | Bring forward innovative redevelopment opportunities for redundant and underused sheltered accommodation. | Lee Crowdell |
| 4.11 | Review our approach to managing void/redundant stock and identify measures to make better use of such properties. | Heather Tucker |
| 4.12 | Review our housing stock profile and commence a programme to dispose of properties that are expensive and/or low demand. | Heather Tucker |
| 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 |

- **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

| ACTIONS | | ACTION LEAD |
|---------|--|-------------------|
| 5.1 | Update the published Infrastructure Delivery Plan 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 timescales. | Christine Thurlow |
| 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 |
| 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 |
| 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 |
| 5.5 | Support the development, with partners, of the Suffolk Design approach. | Philip Isbell |

- **Strategic Aim 6:** Best use is made of private sector land and private accommodation across the districts

| ACTIONS | | ACTION LEAD |
|---------|--|-------------------------------------|
| 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, by October 2020 | Stephanie Lloyd and Susannah Farrer |
| 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 19/20. Suggested by the action lead to start monitoring from 2021 onwards. | Justin King |
| 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 |
| 6.4 | Review our approach to HMO and HMO licencing and develop a targeted approach to engaging with a broader range of properties. | Justin King |
| 6.5 | Work with Suffolk authorities to develop and implement a new approach to delivering DFGs, by December 2020. | Heather Tucker |
| 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 |

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

| ACTIONS | | ACTION LEAD |
|---------|---|---------------|
| 7.1 | Developing a Communities strategy which encourages greater participation and involvement. | Vicky Moseley |

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|-----|---|---------------|
| 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 |
| 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. Timescales TBC by the Suffolk Housing Board. | Robert Feakes |
| 7.4 | Work with partners across Suffolk to deliver suitable and sufficient pitches for Gypsies and Travellers to meet identified needs, on an ongoing basis. | Louise Barker |
| 7.5 | Review our Housing Allocations Policy to consider how it meets the needs of older or vulnerable applicants, and develop proposed revisions, by TBC | Karen Carter |
| 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 |

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

| ACTIONS | | ACTION LEAD |
|---------|---|--------------------------------|
| 8.1 | Identify resources to bring forward environmental improvements to the council's 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 |
| 8.2 | Identify strategic objectives for carbon reduction from our housing stock, to contribute to corporate and countywide climate emergency objectives, by June 2021. | Alec Davis and Keith Turner |
| 8.3 | Implement a programme of upgrades to heating systems in council stock, replacing oil systems wherever possible and prioritising heat pumps where appropriate. Ongoing programme. | Alec Davis and Scott Jennings |
| 8.4 | Prepare a broad specification for new build council stock, to include consideration of passive technologies and measures to increase accessibility, by September 2020. | Gavin Fisk |
| 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 |
| 8.6 | Work with partners across the Suffolk system, including Health, to further develop measures to support vulnerable residents during winter. | Vicky Moseley |
| 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 |
| 8.8 | Action on embedding Making Every Contact Count is complete. | Heather Tucker |
| 8.9 | 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 | Vicky Moseley |
| 8.10 | Collaborating with our partners to establish social prescribing schemes and non-medical referral options to improve well being | Vicky Moseley |
| 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 |

- **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

| ACTIONS | | ACTION LEAD |
|---------|--|---------------|
| 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, on an ongoing basis. | Paul Bryant |
| 9.2 | Continue active and regular engagement with registered providers, and potential new providers, to increase the supply of new homes, including from for-profit housing associations, on an ongoing basis but to report back by December 2020. | Louise Barker |
| 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), on an ongoing basis. | Louise Barker |
| 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 |