

# Refocused H & H Strategy Delivery Plan

Task Name	What does success look like?	Target Date:	Action Owner Role:
<b>REFOCUSED HOMES AND HOUSING STRATEGY - DELIVERY PLAN</b>			
<b>Strategic Aim 1: The housing market functions effectively, providing homes that are as affordable as possible.</b>			
1.a. 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.	Joint Local Plan adopted	TBC	Corporate Manager Strategic Planning
1.b. Using the Council's Growth Companies as a delivery vehicle, build/ acquire 65 new homes in each district per year for each of the next 6 years. Ensuring that all new-build homes are in accordance with the Council's new Design Guide Specification and the new Parking Strategy.	65 homes built/acquired in each district for each of the next 6 years	March 2024	Corporate Manager Council Companies
1.c. Embed our new pre-application process and then review it's effectiveness.	Review completed, and action taken if necessary.	March 2023	Business Practice Manager
1.d. Keep evidence on stalled sites updated on an ongoing basis, to enable us to help resolve blockages and delays to the development.	This will be updated as part of the revised Housing Delivery Test Action Plan.	April 2023	Professional Lead - Key Sites and Infrastructure Development Manager
1.e. Encourage and support Self- and Custom Build developers by determining whether we own land suitable to bring forward for sale as serviced plots.	Targets met re: number of plots investigated and number of plots delivered.	March 2024	Assistant Manager Strategic Property
1.f. Utilising the Council's new Outcomes Framework continue to ensure alignment between our Housing, Health, Environment, Economic and Community Strategies, focusing on our commitment to housing-led growth and economic prosperity, as our strategies are developed and implemented.	Ensure that all relevant actions from the outcomes framework, working across all relevant service delivery plans, are achieved on time and that we are working collaboratively across the council to deliver on the agreed outcomes.	Ongoing	Director for Housing
<b>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.</b>			
2.a. Adopt an Affordable Housing SPD to detail the circumstances in which we would take a flexible approach to tenure mix to maximise delivery.	Affordable Housing SPD published	September 2023	Strategic Housing Team Manager
2.b. 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.	Increase in AH through CLTs	Ongoing	Community Housing Enabling Officer
2.c. Make recommendations for future alternative uses for low demand or unsuitable garage sites.	Initially a report to Babergh Cabinet on the options and the way forward	April 2023	Assistant Manager Strategic Housing
2.d. Commission research to explore the contribution which an increased supply of private rented accommodation could make to meeting overall housing needs; to include research into the supply and demand of the Private Rented Sector in order to inform Housing enabling and development decisions.	Research completed and results available for consideration in enabling and development decisions.	April 2023	Team Manager Central Suffolk Lettings and Business Support
2.e. Work with partners to produce an enhanced affordable housing stock database, to support housing enabling and development decisions.	Affordable Housing Stock Database completed and in operation.	September 2023	Strategic Housing Team Manager

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15 2.f. 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.	Nomination Agreement approved and in place.	December 2022	Strategic Housing Team Manager
16 2.g. Ensure efficient use of the Council's housing stock by creation of a new policy to encourage tenants to downsize.	New Policy approved and published	September 2024	Housing Needs and Standards Manager/ Tenant Services Corporate Manager
17 <b>[- Strategic Aim 3: Homelessness is prevented and our services provide positive and planned interventions.</b>			
18 3.a. Review the current Joint Homelessness Reduction and Rough Sleeping Strategy, and produce new Joint Strategy and Delivery Plan ready for adoption and publication in 2024.	New Homelessness Reduction and Rough Sleeping Strategy approved and published.	March 2024	Housing Strategy and Policy Officer
19 3.b. 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.	Training need identified; to build strong partnerships.	January 2023	Professional Lead - Supported Lettings
20 3.c. Review the effectiveness of our pathway plans for ensuring that they help the most vulnerable client groups to access services at an earlier stage.	An increase in vulnerable clients accessing the service at an earlier stage.	March 2023	Housing Solutions Team Manager
21 3.d. Create a programme of pre-tenancy assessment and training for new tenants, intended to help tenants manage their properties and their own finances. Initially this should focus on those in temporary accommodation or requesting assistance through the Rent Deposit Scheme.	Improved access for applicants into the private rented sector and more tenancies sustained, leading to a reduction in the revolving door of homelessness.	December 2022	Prevention and Homelessness Officer Leader
22 3.e. Build relationships with local CAB to agree a protocol for joined up working to support individuals and families experiencing complex housing difficulties.	A joint protocol is developed and implemented.	Ongoing	Prevention and Homelessness Officer Leader
23 3.f. Complete the review of temporary accommodation to ensure sufficient supply of TA to reduce the usage of bed and breakfast accommodation.	Temporary Accommodation procurement & policy approved and published.	December 2022	Prevention and Homelessness Officer Leader
24 3.g. Quantify accommodation needs for under-35s; including the Private Rented Sector and HMO (Houses in Multiple Occupation) schemes, and set out an ongoing investment/development programme.	Viable housing option for under 35's established that is sustainable.	June 2023	Team Manager Central Suffolk Lettings and Business Support
25 3.h. Support the recommissioning of Housing Related Support Services, in partnership with other Suffolk authorities.	New Housing Related Support Service awarded.	October 2022	Prevention and Homelessness Officer Leader
26 3.i. Support the objectives of the Cost of Living Crisis Action Plan, as the plan evolves and more detail is known. <a href="https://www.midsuffolk.gov.uk/benefits/cost-of-living-support/">https://www.midsuffolk.gov.uk/benefits/cost-of-living-support/</a>	Monitoring of the impact of the Cost of Living Crisis Action Plan.	Ongoing	Director for Housing
27 <b>[- Strategic Aim 4: Babergh and Mid Suffolk is an effective social landlord known for delivering quality services.</b>			
28 4.a. Co-create, develop and launch a Tenant Engagement Strategy; to enable tenants to hold BMSDC to account on performance in areas that are important to them and in a way that suits them.	Tenant Engagement Strategy adopted	October 2022	Housing Transformation Manager
29 4.b. Establish compliance with the Social Housing Regulations, including Consumer Standards and Building Safety Regulations; to ensure that BMSDC is a compliant landlord and tenants are able to see how we are performing against the standards.	Action plans completed and mock Inspection carried out with BMSDC being found compliant with all consumer standards. Results published to tenants through website and newsletter.	May 2023	Housing Transformation Manager

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30 4.c. Implement a rolling Tenant Satisfaction Methodology to drive business change within housing and to comply with the Regulator's tenant Satisfaction Measures.	New contractor procured and rolling satisfaction surveys carried out quarterly based on new tenant satisfaction measures	December 2022	Housing Transformation Manager
31 4.d. Build on the work of the Complaints Taskforce to learn lessons and continually improve; in order to reduce the volume of complaints received and to provide clarity around areas of focus.	Complaint Task force is relaunched with new Terms of reference and complaint lessons and improvements are shared with HMT and SLT quarterly	December 2022	Housing Transformation Manager
32 4.e. Refresh and implement effective, efficient procedures and service standards across the Tenant Services Teams which meet the expectations of our tenants. Maximising the use of Capita and satisfaction data and tenant feedback to continuously improve and adapt our delivery of high quality housing services.	Procedures and Service Standards refreshed and implemented.	September 2023	Tenant Services Corporate Manager
33 4.f. Refresh BMSDC's Income Strategy to ensure that we are best placed to meet the needs of our tenants who are experiencing financial difficulties, and to ensure that income to the HRA to provide new and improved services for tenants is protected.	Income Strategy refreshed	March 2023	Tenant Services Corporate Manager
34 4.g. Work with our tenants to review the ways we communicate with them about matters affecting their homes and neighbourhoods. We want to ensure that our tenants feel that they are treated with respect and dignity and that our approach is aligned to the organisation's values. We will take opportunities to apply 'nudge' theory to improve the effectiveness of our communications.	Review of communication methods completed.	June 2023	Tenant Services Corporate Manager
35 4.h. Implement revised methods of service charging for tenants which improve equity and are enable tenants to see clearly what they are paying for. Scope a project to de-pool service charges from the general rent pool in general needs accommodation.	Service charging reviewed and changes implemented.	December 2023	Tenant Services Corporate Manager
36 4.i. Determine the feasibility and cost of a range of 'Smart Home' measures, to improve environmental performance, support vulnerable tenants, reduce operating costs and/or enhance the customer experience.	Suitable Smart Home Device identified and feasibility established	March 2023	Corporate Manager Building Services
37 4.j. Review internet usage amongst our tenants to understand barriers to usage, before developing measures as relevant and appropriate, to enable and increase internet usage.	Initially, Digital Champions pilot completed.	December 2022	Corporate Manager - Customer Operations
38 4.k. Babergh Mid Suffolk Building Services to undergo a full diagnostic assessment leading to transformation of the service, to ensure that Building Services is in an optimised position to meet the requirements of the Building Safety Act and to contribute to meeting Climate Emergency objectives.	Established governance model in place to deliver the transformation work so that the progress and success of the project is monitored effectively, so the changes implemented and benefits can be captured."	Ongoing	Corporate Manager Building Services
39 <b>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.</b>			
40 5.a. 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 the Joint Local Plan timescales.	Infrastructure Delivery Plan updated.	Ongoing	Professional Lead - Key Sites and Infrastructure Development Manager
41 5.b. 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.	Delivery of sufficient infrastructure on new developments	Ongoing	Professional Lead - Key Sites and Infrastructure Development Man
42 5.c. As part of the other projects, investigate the viability of installing electric vehicle charging points to serve existing council houses, with timescales TBC through the Climate Emergency Strategy.	Increase in EV charging points in BMSDC car parks	March 2023	Climate Change Manager

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43 5.d. Adopt our updated CIL spending framework and adopt an Infrastructure Funding Statement and review and adopt a revised CIL charging schedule.	Updated CIL Spending Framework adopted and CIL charging schedule revised and adopted.	December 2022	Professional Lead - Key Sites and Infrastructure Development Man
44 5.e. Support the development, with partners, of the Suffolk Design approach.	Suffolk Design Approach developed and adopted	Ongoing	Professional Lead - Growth and Sustainable Planning
45 5.f. Prepare for 'Biodiversity offsetting' when Biodiversity net gain becomes compulsory in 2023; by identifying sites and pursuing opportunities for securing net gains, in areas that maximise the benefits provided.	Sites Identified	September 2023	Biodiversity Project Manager
<b>[- Strategic Aim 6: Best use of private sector land and private accommodation across the districts.</b>			
47 6.a. Establish a Landlords 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.	Landlord's Forum established.	March 2023	Housing Needs and Standards Manager
48 6.b. 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.	Year on year increase from baseline.	April 2023	Housing Needs and Standards Manager
49 6.c. Review our approach to HMO and HMO licensing and develop a targeted approach to engaging with a broader range of properties.	Review completed.	January 2023	Housing Needs and Standards Manager
50 6.d. In partnership with the Suffolk-wide Minimum Energy Efficiency Standards (MEES) consortium, promote and support energy efficiency in homes by targeting all F & G energy performance rated properties in the private rented sector.	Decrease in F & G properties in private rented sector in BMSDC.	December 2022	Housing Needs and Standards Manager
51 6.e. Assess potential demand to support the various Refugee and Asylum Seeker accommodation needs.	Clarity on way forward.	December 2022	Housing Needs and Standards Manager
<b>[- Strategic 7: People live in vibrant and well-connected communities, and homes and communities contribute to meet the changing needs of residents.</b>			
53 7.a. Develop the Integrated Neighbourhood Teams to improve the way housing, health and care services are delivered with and for local people.	Become part of the 2 Integrated Neighbourhood Teams in the West Suffolk Alliance.	Ongoing	Corporate Manager - Communities
54 7.b. Work with partners on the Suffolk Housing Board to produce detailed analysis of housing needs for older and vulnerable people; focusing on mix, type, numbers required and spatial distribution. Analysis to include downsizing opportunities and to consider alternatives to Extra Care Housing.	Detailed analysis produced and available to be used in decision making.	December 2023	Strategic Housing Team Manager
55 7.c. Work with partners across Suffolk to deliver suitable and sufficient pitches for Gypsies and Travellers to meet identified needs.	Transit site pitches identified.	Ongoing	Strategic Housing Team Manager
56 7.d. Bring forward innovative redevelopment opportunities for redundant and under used sheltered accommodation.	Initially, a successful pilot approach at Hoxne.	June 2023	Tenant Services Corporate Manager
57 7.e. Commission an Older People's Homes Development Strategy.	Strategy Published	September 2024	Housing Solutions Corporate Manager
58 7.f. Carry out a health check on our current lettings and allocation policy to ensure that the current arrangements continue to meet the needs of the council's and our residents.	Health check completed	September 2023	Housing Solutions Corporate Manager
<b>[- Strategic Aim 8: Everyone has a suitable home, and residents are able to live as healthily, safely, independently as possible within sustainable communities.</b>			
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60 8.a. 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.	Area of meadow management rather than short-mown grass, number of trees planted, Volunteer working parties, numbers of volunteers and who they are (residents, community groups, etc), value of new planting and volunteer time	March 2023	Biodiversity Project Manager
61 8.b. Implement a programme of upgrades to heating systems in council stock, replacing oil systems wherever possible and prioritising heat pumps where appropriate.	Data to be obtained to establish a baseline, year on year progress to be evidenced.	April 2023	M & E Surveyor
62 8.c. 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 cost (e.g. non-elective hospital admissions).	Early Help Hub established	TBC	Director for Housing
63 8.d. Work with partners across the Suffolk system, including health, to further develop measures to support vulnerable residents during winter.	Detail to be established within the Cost of Living Crisis Action Plan.	Ongoing	Corporate Manager - Communities
64 8.e. Developing with others local Dementia Action Alliances, by proactively supporting those living with the condition and their carers to remain active and engaged with a range of Dementia- friendly activities and opportunities.	Training for BMSDC staff explored and business case completed for options for additional funding to support Mid Suffolk residents living with dementia	Ongoing	Corporate Manager - Communities
65 8.f. Collaborating with our partners to establish social prescribing schemes and non - medical referral options to improve wellbeing.	Expansion of social prescribing schemes to different target groups	Ongoing	Corporate Manager - Communities
66 8.g. Take forward measures to improve the environmental performance of our housing stock, as identified in the Housing Revenue Account Business Plan, in order to reduce carbon emissions, meet national targets for all social homes to be EPC rating of C or above by 2030 and to contribute to corporate and countywide climate emergency objectives.	Investment plan created to ensure we're on track to meet the EPC target and relevant contracts secured.	Ongoing	Corporate Manager - Building Services
67 <b>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.</b>			
68 9.a. Provide support to neighbourhood planning groups to create and 'make' effective plans which deliver the housing that communities want in the designated area.	Increase in number of neighbourhood plans	Ongoing	Neighbourhood Planning Officer
69 9.b. 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).	Our relationship with Homes England is strong and we utilise all available funding opportunities.	Ongoing	Strategic Housing Team Manager
70 9.c. 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.	Continue to support and participate in the Suffolk Housing Board and commit to working towards shared goals.	Ongoing	Director for Housing
71 9.d. Develop a neighbourhood strategy and policy setting out how we will work with our tenants to improve the areas they live. Including reviewing our approach to the management of garages. We will set targets for improvement in satisfaction with the neighbourhood as a place to live and work with our communities and colleagues across the business to deliver them.	Strategy and Policy adopted, and targets set for improvement in satisfaction	July 2023	Tenant Services Corporate Manager
72 9.e. Suffolk Housing Board to identify and take forward projects which address housing inequalities, exacerbated by the Covid-19 Pandemic, which meet the criteria for funding allocated by Suffolk Public Sector Leaders.	Projects identified and taken forward.	April 2023	Suffolk Housing Board Programme Manager